MINUTES

COUNCIL MEETING

TUESDAY, 22 JUNE 2021

6.00PM

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

LIVE STREAMED ON THE CITY'S WEBSITE:
www.geelongaustralia.com.au/meetings

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

CITY OF GREATER GEELONG

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MINUTES OF THE COUNCIL MEETING OF THE GREATER GEELONG CITY COUNCIL HELD AT THE COUNCIL CONFERENCE AND RECEPTION CENTRE CITY HALL, LITTLE MALOP STREET, GEELONG ON TUESDAY, 22 JUNE 2021 COMMENCING AT 6.00 PM

PRESENT: Cr S Asher (Mayor), Crs A Aitken, K Grzybek, B Harwood, E Kontelj, S Mansfield, J Mason, P Murrihy, B Moloney, R Nelson, T Sullivan

Also present: M Cutter (Chief Executive Officer), G Smith (Director Planning, Design and Development), G Wilson-Browne (Director City Services), M Dugina (Director Customer and Corporate Services), R Stevens (Director Community Life), S McKew (Manager Governance), J Lane (Manager Healthy Communities), J Daly (Manager Urban Design and Heritage), E Nicholas (Junior Mayor)

OPENING: The Mayor declared the meeting open at 6.00pm.

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

LEAVES OF ABSENCE: Nil

DECLARATIONS OF CONFLICTS OF INTEREST:

Cr Harwood declared a Conflict of Interest in Agenda Item 11, T2100048 Sports Lighting Program, in that Cr Harwood is the Director of Women's Football at Geelong Amateurs Football and Netball Club.

CONFIRMATION OF MINUTES:

Cr Sullivan moved, Cr Grzybek seconded -

That the Minutes of the Council Meeting held on 25 May 2021 be confirmed.

Carried.

PUBLIC QUESTION AND SUBMISSION TIME:

The following questions were submitted prior to the Council Meeting. A written response will be provided via email:

Asmir – CBD Free Parking;
Sarah Roberts – Coolabah Drive, Grovedale;
Julia Ryabova – CBD Free Parking; and
Bill Votsaris – CBD Free Parking.

Julia Ryabova asked the following in relation to Free CBD Parking:

1. Do Councillors understand the importance Free CBD Parking to bringing people into the CBD, revitalising Geelong and helping small businesses get back on their feet after the extremely bad time?
2. Can Councillors please support the Free CBD Parking program the make sure it's a part of this budget and every budget from now on?

Gareth Smith responded Council is aware of the importance of accessible parking for the community in central Geelong, including parking fees.

Council is considering the draft budget for 2021-22 to 2024-25 this evening which includes a second hour free parking initiative that will be implemented on 5 July, if endorsed by Council tonight.

Bill Votsaris addressed Council regarding Free CBD Parking.

The Mayor thanked Mr Votsaris for his comments.

Jennifer Bantow - Vice President/Secretary Marshall Bluestone Cottage Community Group, thanked Cr Murrihy for bringing the Notice of Motion to Council this evening and advised the group strongly supports the motion, in principle, and suggested that some words change to make the intention of the motion clearer, for example:

"That Council request the Chief Executive Officer write to Major Roads Victoria to seek agreement to relocate the Cottage to the opposite park for future community and public use".

The Mayor thanked Ms Bantow for attending the meeting and advised the Notice of Motion was coming up for discussion later in the evening.

Tom O'Connor provided Council with comments in relation to Item 7, Clever and Creative – 30 Year Vision Refresh (Draft).

The Mayor thanked Mr O'Connor for his positive feedback.

Cam O'Keefe asked the following regarding the marketing levy refund:

1. Is there any further plans for Council to refund to businesses the marketing levy expenses from last year during COVID-19?

Gareth Smith responded on 28 April 2020 the Council at that time, as part of its COVID-19 support package valued at $16.9 million, provided a one quarter of the year refund (at that time valued at around $284,000), but there is no other additional refund decision made by Council regarding the levy.

2. Have the signatures I collected last year re free parking been kept and noted?

Cr Kontelj thanked Mr O'Keefe for putting the petition forward and added it was tabled here in the public chamber late last year. Council has noted and retained the document.

PETITIONS:

Cr Nelson presented a petition containing 551 signature seeking recognition of the Barwon Heads Village Park as a Significant Landscape for their community. The Barwon Heads Association is asking the City of Greater Geelong to include an action for a Planning Overlay and Building Design Principles in the new Barwon Heads Village Park Master Plan.

1. YOUTH COUNCIL SECOND REPORT 2021

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

Purpose

1. To note the second report to Council from the Youth Council Advisory Committee 2021, providing advice to Council on youth specific issues, consistent with the Terms of Reference (TOR).

Background

2. Twelve local young people were elected to the City of Greater Geelong Youth Council Advisory Committee (Youth Council), and during their 12-month term will serve as the region's official 'youth voice'.

3. Aged between 12 and 17, the Youth Council members represent a spread of local towns and suburbs, with three representatives from each of the four Council wards: Bellarine, Brownbill, Kardinia and Windermere.

4. Youth Council provide advice and updates for Council's consideration through monthly Youth Council meetings at City Hall, through collaboration with Councillors via the Councillor Connect Mentoring Program and by consulting with young people through various community engagement activities.

Key Matters

5. Junior Mayor Elliot Nicholas has written the second of his reports for 2021 about Youth Council's activities, discussions and preliminary work since their induction in January of this year (**Attachment 2**).

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. The Junior Mayor's report provides advice in the form of recommendations. The recommendations presented support strategic focus areas and projects identified in the Social Infrastructure Plan. The Youth Council identify the areas of Central Geelong, Kardinia and the Bellarine as a priority focus.

8. A review of the Social Infrastructure Plan is scheduled for 2021/22.

Junior Mayor Elliot Nicholas provided the gallery with a brief update of activities carried out by the group since their induction in January 2021.

Cr Mansfield moved, Cr Mason seconded -

9. That Council:

9.1 Note the second report from the Youth Council Advisory Committee 2021; and

9.2 Note the support from Youth Council for the City to conduct a youth facility feasibility and business case to establish community hubs with dedicated youth space as identified in the Social Infrastructure Plan.

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 young people in their wards via existing drop-in programs, to validate recommendations and gain required feedback and input.

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 adopted Committee's Terms of Reference (TOR).

Alignment to Council Plan

5. The Youth Council TOR ensures a forum for young people that aligns with the Council Plan 2018-2022 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 general or material regarding the matter under consideration.

Risk Assessment

7. Youth Council 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 provides the framework and guidelines for Youth Council.

Environmental Implications

8. There are no environmental implications.

Attachment 2

THE CITY OF
GREATER GEELONG

YOUTH COUNCIL SECOND REPORT TO COUNCIL

Tuesday 22 JUNE 2021

CITY OF GREATER GEELONG

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INTRODUCTION

Youth Council would like to acknowledge the Wadawurrung people, the traditional owners of this land, and pay their respects to Elder's past, present, and emerging.

Youth Council would also like to acknowledge and thank Council for their support and mentoring over the last few months. Youth Council members value the feedback and advice received from Councillors, which has subsequently informed the recommendations presented in this report.

PURPOSE

The purpose of this report is to outline the progress and achievements of Youth Council since the previous report was presented to Council on 23 March.

This report also contains advice Youth Council would like to provide to Council on matters of importance for young people as discussed during Councillor Connect Mentoring Program (CCMP) sessions and validated through youth engagement activities undertaken by Youth Council members across the Municipality.

Youth Council would like to thank all those who helped to shape and validate the recommendations contained within.

WHAT WE HAVE ACHIEVED SINCE THE FIRST REPORT

March and April Meetings

Youth Council would like to acknowledge the Geelong community for their interest in engaging with young people to obtain a youth perspective on matters of importance. Youth Council has been inundated with requests to present at its youth council meetings, from both internal staff at the City, and from external organisations. Youth Council would like to thank all presenters and organisations for their ongoing support and for the value they place on gaining the views, ideas and opinions of young people.

Presentations received in March were wide ranging and included the City's Climate Change Response Plan and the aspirations for reducing Geelong's carbon footprint; presentations about grant applications to redevelop the Waurn Ponds Skate Park Precinct; barriers that young people face when accessing libraries and what safe youth spaces look and feel like; and an overview of how the Youth Development Unit contributes to the City's Council Plan, Health and Wellbeing Plan, and Clever and Creative Strategy.

Youth Council were extremely engaged in these discussions, were eager to hear about matters relating to safety and maintaining green spaces during Council builds and shared that young people would like access to dedicated youth spaces where they are free to express themselves, where they feel safe, and more specifically - where there is trusted and friendly adult staff to supervise and connect with.

During our April meeting, Youth Council had another very full agenda. The first item to note was Minnie Dacres-Mannings resignation from Youth Council to enable her to focus on her tertiary studies and part time work. Youth Council would like to thank and acknowledge Minnie's contributions to the group and wish her well in her future endeavours.

Youth Council members welcomed Shelby Stephenson to her first youth council meeting and undertook an election for the position of Deputy Junior Mayor that resulted in the voting in of Mackenzie Sinclair.

A common theme throughout the presentations in the March and April meetings was a focus on how spaces across Geelong could be more youth friendly. Youth Council feel positive about having the opportunity to have a voice in these matters, through further discussion and reflection, believe there is still a considerable need for young people to have access to dedicated youth spaces. Increasing the availability of fOrT-like youth dedicated spaces in the Geelong region has become a key topic of interest for Youth Council.

COUNCILLOR CONNECT MENTORING PROGRAM

In March, Youth Council members had their first opportunity to engage in the ward-based Councillor Connect Mentoring Program (CCMP). This gave each ward the opportunity to connect and receive advice from their ward Councillor counterparts, and for youth council members to inform Councillors on our key priority areas.

Youth Council initiated conversations with Councillors around the importance of increasing the number of dedicated youth spaces and the inclusion of green spaces in planning and design processes. This provided Youth Council with an opportunity to draw on the work already undertaken in the Social Infrastructure Plan.

The conversations had with Councillors during these sessions allowed Youth Council to gain more clarity and insight in to how and what Councillors need to consider when making a decision. A key piece of advice shared by Councillors in the first CCMP session was for Youth Council to be specific, clear, and concise in the recommendations it brings forward in their reports.

Youth Council would like to thank the Mayor, Deputy Mayor and all of Councillors for their advice and coaching and in helping to shape the recommendations contained within this report.

CONNECTING WITH THE COMMUNITY AND TESTING RECOMMENDATIONS

Youth Council define 'dedicated youth spaces' as spaces wholly for young people, such as the fOrT in Corio. Purpose built for young people to enjoy, feel safe, take part in activities, workshops and access youth specific supports.

To make well-informed recommendations to Council and gain firsthand experience of the benefit and importance of these spaces, Youth Council members set out to experience the spaces available to youth across the municipality and visited and engaged with young people at:

- Armstrong Creek East Community Hub –Youth Drop In;
- The fOrT - Youth Dedicated Space
- Whittington - Youth Drop In

The purpose of these visits was to speak with users of the spaces and assess and compare each space to develop an understanding of the spaces available to young people. The feedback received was overwhelmingly positive. However, the most significant learning was how important these spaces are to young people, particularly the fOrT, and just how much of an effect they have on the lives of the users.

Many of the young people the youth council members spoke to loved the atmosphere, the friendly staff, the shared meal and the activities available to them. Feedback from these engagements included:

- *The fOrT has given me a sense of belonging and a sense of community*
- *The fOrT is important because it is somewhere to hang out that is away from home*
- *They don't accept drama; they don't put up with bad behaviour and there is amazing resources and support here*

Over half the young people indicated that their favourite thing about the fOrT was the staff, which reinforces just how important these relationships are in creating a safe and inviting space for young people to enjoy.

Youth Council members enjoyed engaging with the community and believe utilising the drop ins and the fOrT was a great way to gather feedback, opinions, and information from the young people they represent. Where possible Youth Council will build in an engagement process to validate their recommendations, so they are able to present informed advice to Council.

YOUTH COUNCIL ADVICE

Foremost, it is important to highlight that to increase dedicated youth spaces would achieve all four Youth Council's 2021 priority areas of health and wellbeing, diversity and inclusion, access to healthy and safe environments, opportunities for growth and learning, and compliments the work of previous years Youth Councils work.

Dedicated Youth spaces don't only provide young people with healthy and safe spaces to gather, they also provide opportunities for growth and learning, improve health and wellbeing, through available programs and social connection and embrace diversity and inclusion.

Youth Council would like to acknowledge the advice given to Council from the 2020 Youth Council, to increase social infrastructure for young people, and would like to highlight the Social Infrastructure Plan, that identifies the opportunity for each ward to have a youth dedicated space.

As Geelong recovers from Covid-19, increasing opportunities for social connection is hugely important, especially for young people, as they have been shown to be highly vulnerable to the effects of loneliness, social isolation, and poor mental health outcomes.

Youth Council also recognise that young people have nowhere to call their own in central Geelong and as a result often gather in public spaces. A dedicated youth space in this location would mean that young people across Geelong could access the space and it would provide a space for young people to use instead of occupying the street scape. Young people from all backgrounds and demographics would then be accessing a safe, and supervised area and can meet new people and be connected to opportunities.

After hearing the positive feedback from the users of the fOrT, and youth drop in spaces across Geelong, Youth Council believe it is imperative to provide access to facilities like the fOrT to all members of the Geelong youth community.

Advice:

- Aligned with the Social Infrastructure Plan, Council progresses with the planning and establishment of three more fOrT-like spaces across Geelong, starting with the establishment of a youth dedicated space in the Brownbill ward as a matter of urgency. Based in Central Geelong, accessible by public transport where young people from all wards can access, and that is facilitated by trusted and friendly adults.
- Based on the large population growth happening in the Kardinia ward, the next youth dedicated space should be located there, and followed by a space in the Bellarine ward.
- Youth Council urge Council to utilise young peoples expertise throughout the design process of these facilities, and believe it is important to co-locate mental health services as well as establishing green spaces with usable outdoor areas with sun protection within the building design.

OUR PRIORITIES FOR THE NEXT TWO MONTHS

It is important that the 2021 Youth Council continue to do as much as they can in the 12 months they have in office. The focus will be to continue to engage with young people through youth spaces and to utilise social media to capture and validate the youth voice. The 2021 Youth Council will continue to meet face to face at monthly meetings to discuss ideas, and proposals and be a link between young people and Council. Youth Council look forward to their next CCMP sessions and to working with their peers to develop advice for Council.

CONCLUSION

Youth Council have been working very hard over the last two months and have thoroughly enjoyed working alongside their peers and Councillors. This year Youth Council feel very lucky to have the ability to meet face to face and are enjoying this element of the program.

Youth Council look forward to developing the next round of advice to be included in the third report that will be presented to Council on Tuesday 28 September.

2. DECLARATION OF 2021-22 RATES, ADOPTION OF OUR COMMUNITY PLAN 2021-25 AND ANNUAL ACTION PLAN 2021-22, AND 2021-22 TO 2024-25 BUDGET

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

Purpose

1. To adopt Our Community Plan 2021-25 (the **Plan**), declaration of 2021-22 Rates and 2021-22 to 2024-25 Budget as proposed at the Council meeting held on 27 April 2021, after consideration of budget submissions and any changes.

Background

2. Under section 90 of the *Local Government Act 2020* (the **Act**), Council must prepare and adopt a Council Plan by 31 October 2021. The Council Plan identifies the strategic directions and priorities of Council during its four-year term.

3. The Plan combines the council plan and the municipal public health and wellbeing plan for the next four years to ensure the health and wellbeing of our community is central to everything the City does – whether it's supporting economic growth in our region, creating new opportunities for social connection or putting in place safeguards to encourage sustainable development.

4. In accordance with section 94 of the Act, Council is required to prepare a budget for each financial year and the subsequent 3 financial years and must ensure it contains all required statements, reports and data as prescribed by the Act. Refer to **Attachment 5** for an outline of these requirements.

5. In accordance with section 93 of the Act, Council is required to prepare and adopt a Revenue and Rating Plan by the 30 June year after a general election for a period of at least the next four financial years. Refer to **Attachment 6**.

Key Matters

6. The draft Our Community Plan 2021-25 and proposed 2021-22 to 2024-25 Budget for the year commencing 1 July 2021 were considered by Council at a meeting on 27 April 2021 and endorsed for public exhibition in accordance Council's community engagement Policy.

7. Our Community Plan (**Attachment 3**):

    7.1 Is the key strategic document for Councillors and the City and supports the region's long-term vision *Greater Geelong: A Clever and Creative Future***;**

    7.2 Development of the Plan was guided by legislation, the federal, state and local context, our existing policies and plans, the health and wellbeing profile and priorities of our community, and most importantly, the views of our community;

    7.3 Contains four strategic directions, each with four-year priorities and indicators;

    7.4 Incorporates the key health and wellbeing priorities of Councillors, the City and the community;

    7.5 Has overarching themes of social, economic and environmental sustainability;

7.6 The Our Community Plan 2021-25 – Annual Action Plan 2021-22 (**Annual Action Plan**) (**Attachment 4**) highlights the projects, initiatives and programs that will take place in the next financial year to achieve our four-year priorities; and

7.7 To integrate the council plan with the municipal public health and wellbeing plan, Council was required by the *Public Health and Wellbeing Act 2008* to seek an exemption from the Department of Families, Fairness and Housing. This was received on 4 June 2021.

8. The proposed Budget (**Attachment 5**) includes:

8.1 The budgeted Statements of Comprehensive Income, Cash Flows, Balance Sheet, Capital Works, Changes in Equity and Human Resources;

8.2 The strategic objectives to be undertaken during the financial; year and Service Performance Outcome Indicators in relation to each strategic direction;

8.3 The relationship between the activities and initiatives in contributing to achieving the strategic objectives specified in Our Community Plan;

8.4 Details of the activities and initiatives to be funded in the budget; and

8.5 As required under the Act a schedule declaring the differential rates and charges.

9. The Revenue and Rating Plan 2021-22 **(Attachment 6)** a 4-year Revenue and Rating Plan 2021-22 to 2024-25 (the **Plan**) which will be reviewed annually. The plan aims to provide a medium-term plan for how Council will generate sufficient income to deliver on the Community Plan, maintain its programs and services and fund the on-going infrastructure and asset management needs. As part of deliberative engagement on the Long Term Financial Plan, Council will undertake a review of the existing rating structure and provide an opportunity for ratepayers to provide input into the rating structure.

10. Council's intention is to adopt the rating framework and objectives in the Revenue and Rating Plan as proposed in the 2021-22 to 2024-25 Budget to support Our Community Plan. The differential rates for residential, commercial, industrial and other rating groups will continue to be reviewed by Council as part of future Revenue and Rating Plans.

Recommendation 1

Cr Grzybek moved, Cr Sullivan seconded -

11. That Council:

11.1 Adopt the Our Community Plan 2021-25 (Attachment 3); and

11.2 Endorse the Our Community Plan 2021-25 – Annual Action Plan 2021-22 (Attachment 4).

Amendment

Cr Murrihy moved, Cr Mansfield seconded -

11. That Council:

11.1 Adopt the Our Community Plan 2021-25 (Attachment 3); and

11.2 Endorse the Our Community Plan 2021-25 – Annual Action Plan 2021-22 (Attachment 4) with the following amendment to:

11.2.1 Remove the four-year priority action 3.5.2 for the 2021-22 year, being "implement second hour free parking in 2P parking zones in central Geelong, as it appears on page 8 of the Annual Action Plan 2021-22 (Attachment 4) of Our Community Plan 2021-25, within the section entitled "Strategic Direction, 3 Strong Local Economy".

The amendment was put and lost. **Lost.**

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

Recommendation 2

Cr Aitken moved, Cr Sullivan seconded –

12. That Council:

12.1 Adopt the proposed 2021-22 to 2024-25 Budget considered by Council on 27 April 2021;

12.2 Adopt the Rate declaration noting the resetting of the rate in the dollar based on final revaluation for 2021;

12.3 Pursuant to section 171(4)(f) of the Act, Council resolves to treat any persons who successfully applied for and been granted a pension waiver of rates as having made a continuing application for such waiver, unless the person advises otherwise;

12.4 Adopt the Revenue and Rating Plan 2021-22 to 2024-25 (Attachment 6 to the 2021-22 to 2024-25 Budget) to supersede the current Council Rate Policy:

12.5 Declare the amount of the rates and charges intended to be raised from the period 1 July 2021 – 30 June 2022 as follows:

12.5.1 An amount of $264,423,992 be declared as the amount which Council intends to raise by General Rates and the Annual Service Charge, calculated as follows:

12.5.1.1 General Rates $217,468,403; and

12.5.1.2 Annual Service Charge $46,955,589.

12.6 Declare the rates, differential rating and charges for the period 1 July 2021 to 30 June 2022 as detailed in;

12.6.1 Section 4.1 of the 2021-22 Budget; and

12.6.2 Council's Revenue and Rating Plan (Attachment 6 to the 2024-25 Budget) as required under s94(2)(i) Local Governance Act 2020 and s161 (2) of the Local Government Act 1989.

12.7 Note that general rates must be paid in full by 15 February 2022 or by four instalments made on or before the following dates:

12.7.1 Instalment 1 – 30 September 2021;

12.7.2 Instalment 2 – 30 November 2021;

12.7.3 Instalment 3 – 28 February 2022; and

12.7.4 Instalment 4 – 31 May 2022.

12.8 Require that any person pay interest on any amounts of rates and charges which:

12.8.1 That person is liable to pay;

12.8.2 Have not been paid by the dates specified above;

12.8.3 Considers the Council COVID-19 Hardship Policy; and

12.8.4 Considers the Revenue and Rating Plan 2021-22 to 2024-25, Relief and Hardship provisions.

12.9 Authorise the Chief Financial Officer to levy and recover the general rates and service charges in accordance with the *Local Government Act 2020* and under consideration of relevant Council policies;

12.10 Approve the fees and charges as set in the 2021-22 Budget and authorise the Chief Executive Officer to approve variations within the approved increase limits;

12.11 Note that public notice will be given:

12.11.1 Of Council's decision in respect of Our Community Plan 2021-25 and 2021-22 to 2024-25 Budget, in accordance with the Act; and

12.11.2 Of the decision to adopt the Rate Declaration in accordance with section 161(3) of the Act.

12.12 Note that a copy of the adopted Our Community Plan 2021-25 and 2021-22 to 2024-25 Budget will be submitted to the Minister for Local Government and copies made available for inspection by the public in accordance with the Act.

Cr Sullivan left the meeting room at 7.15pm
Cr Sullivan re-entered the meeting room at 7.16pm

Carried.

Attachment 1

Financial Implications

1. The budget has been prepared in compliance with Rate Cap legislation and Ministerial announcement that the cap is 1.5% for 2021-22. Changes in rates, fees and charges have been structured to meet the financial requirements as proposed for the 2021-22 financial year.

2. Expenditure includes the continuation of council services to the community.

3. The budget includes a recurrent operating deficit of $8.1 million.

4. The capital program forecasts expenditure of $208.6 million in 2021-22.

5. New loans of $82.3 million are proposed for 2021 of which $22.3 million are carried over from prior years.

Community Engagement

6. Following endorsement of the proposed Budget and the Plan on 27 April 2021, a process of community engagement has been undertaken with a total of 126 submissions received in response to the proposed Budget and the Plan. The submissions were considered at a hearing on 2 June 2021.

7. A number of actions were initiated in response to these submissions which will be outlined in formal responses provided to each submitter (**Attachment 7**).

8. In accordance with requirements under the Act, once the budget is adopted, a public notice will be placed in the newspaper on Wednesday 23 June 2021, advising the adoption of the 2021-22 to 2024-25 Budget, Our Community Plan 2021-25 along with the Declaration of the Rates.

Social Equity Considerations

9. The proposed budget identifies the sources and allocation of resources to implement the many social initiatives that impact on the community.

10. The Plan (incorporating the municipal public health and wellbeing plan) has been developed with consideration of the adopted social equity principles. Actions and activities are informed by up-to-date demographics and data on priority groups for attention with a focus on addressing needs within these groups. Partnerships with key agencies and services have informed the planning and will continue to be fostered throughout the implementation period.

Policy/Legal/Statutory Implications

11. The annual budget is prepared to comply with the requirements of the *Local Government Act 2020* and the Local Government (Planning & Reporting) Regulations 2014. The process also recognised the need to align the annual budget to the direction and allocation of resources identified in the Our Community Plan 2021-25.

12. The Plan (incorporating the municipal public health and wellbeing plan) has been prepared in accordance with requirements under the *Local Government Act 2020* and the *Public Health and Wellbeing Act 2008*. Priority areas in the *Victorian Public Health Plan 2019-2023* have been included within the Plan and an exemption from the Department of Families, Fairness and Housing was received on 4 June 2021.

Alignment to Council Plan

13. The Annual Action Plan has been developed outlining the key actions to be undertaken in 2021-22 to deliver on the strategic four-year priorities, set out in the Our Community Plan 2021-25. The progress of these actions will be reported on publicly each quarter.

Conflict of Interest

14. No council officer involved in the preparation of this report has a material or general interest in any matter to which this report relates.

Risk Assessment

15. Under section 94 of the Act Council must adopt an annual budget by 30 June 2021 or such other date fixed by the Minister by notice published in the Government Gazette.

16. Under section 90 of the Act, Council must adopt a council plan for a period of at least the next four financial years after a general election in accordance with its deliberative engagement practices, by 31 October in the year following a general election.

Environmental Implications

17. The budget identifies the sources and allocation of the resources to implement the many environmental initiatives that impact on the community as outlined in Our Community Plan 2021-25.

Attachment 2

Discussion

1. Following consideration by Council of the Proposed Budget, an advertisement was placed in the Geelong Advertiser advising that the budget document would be available for public scrutiny and inviting written submissions to be made.

2. The Submissions Hearing Panel met on Wednesday,2 June 2021 at 6.00pm to consider written submissions and hear any person who wished to address the Panel in support of their submission.

3. In respect to the 2021-25 Council Plan and 2021-22 to 2024-25 Budget the submissions panel recommended that Council:

    3.1 Acknowledge the quality of submissions and thank all submitters for their contribution;

    3.2 Having considered all submissions lodged, together with the report of the Submissions Review Panel, the Proposed Budget considered by Council on 27 April 2021 be adopted without material change; and

    3.3 Having considered all submissions lodged, together with the report of the Submissions Review Panel, the 2021-25 Our Community Plan considered by Council on 27 April 2021 be adopted without material change.



THE CITY OF
GREATER GEELONG

OUR COMMUNITY PLAN 2021–25

A PROUD, SAFE AND HEALTHY COMMUNITY

CITY OF GREATER
GEELONG





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ACKNOWLEDGEMENTS

We acknowledge the Wadawurrung People, Traditional Owners of this land, and all Aboriginal and Torres Strait Islander people who are part of the Greater Geelong community today.

We would also like to thank the many individuals and stakeholder groups who willingly shared their time, knowledge and experience to help us develop this plan for the benefit of the Greater Geelong community.

Opposite: Artwork entitled *On Country* by Ammie Howell

MAYOR AND CEO MESSAGE

As Greater Geelong continues to evolve and expand, so do our goals and priorities for the region.

We are becoming more environmentally, economically and socially sustainable, technology is opening new and exciting opportunities, and we have a deeper understanding of our precious natural environment.

This plan is a key strategic document that ensures we stay current and responsive to the region's evolving priorities and opportunities.

Some things that haven't changed are our long-term vision and values. We established these in 2017 as part of our clever and creative 30-year plan for our community, and they remain our 'north star' today.

We all know that, in this rapidly changing world, it's important for a strategic focus to remain solid. However, the events of 2020 highlighted the need for short-term and medium-term plans to offer flexibility, and for organisations to be agile.

The key is in staying true to values, while being adaptable enough to respond to the immediate circumstances and needs.

One of Council's key priorities is improving the health and wellbeing of our community. This is why, for the first time, we have incorporated the municipal public health and wellbeing plan into *Our Community Plan 2021–25*.

The plan also identifies four strategic directions that we will focus our efforts on over the next four years, always moving towards the 30-year vision:

1. Healthy, caring and inclusive community
2. Sustainable growth and environment
3. Strong local economy
4. High-performing Council and organisation.

Read on to learn how we're planning to build on each of these strategic directions, and how they will help guide our decision-making as we continue on our path towards a clever and creative future.



Cr Stephanie Asher

Mayor
City of Greater Geelong



Martin Cutter

CEO
City of Greater Geelong

A UNIFIED PLAN

***Our Community Plan 2021–25* is the key plan of the Greater Geelong City Council. It tells our community what our councillors are aiming to achieve during their four-year term.**

All newly elected councils in Victoria are required to develop a council plan and municipal public health and wellbeing plan following council elections. This year, we've incorporated our municipal public health and wellbeing plan into our council plan.

We have done this because the health and wellbeing of our community is central to everything we do – whether it's supporting economic growth in our region, creating new opportunities for social connection, or putting in place safeguards to encourage sustainable development.

The plan will guide decisions about policy, programs, services, resources and performance. While the plan is for four years, it will be supported by an annual action plan and budget.

A SUSTAINABLE APPROACH

Sustainability is a key principle underpinning this plan.

Sustainability refers to a continual way of thinking that focuses on the best outcomes for people, the environment and the economy – both now and in the future. It also means demonstrating leadership, supporting sustainable choices for industry and the community, as well as tracking our progress and reporting annually against global reporting standards.



OUR REGION

With a population of nearly 265,000 people, the City of Greater Geelong is Victoria's largest regional municipality.

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

Figure 1: The City of Greater Geelong ward map (right) and context map (far right)



FAST FACTS

264,866
2020 ESTIMATED RESIDENT POPULATION

2.29%
POPULATION GROWTH RATE (2019–20)

40 YEARS
MEDIAN AGE

2,407
ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLE

2.41
AVERAGE HOUSEHOLD SIZE

11%
SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME

16%
POPULATION BORN OVERSEAS

IF GREATER GEELONG WERE 100 PEOPLE

21.5 would be 0–17 years old

41 would be 18–49 years old

24.5 would be 50–69 years old

13 would be 70 years and older

ENVIRONMENT

133 km of coastline

1,300 hectares of protected natural habitat

14% suburban tree canopy

2146.79 hectares of open public space

HOUSING

76% of dwellings are within 400 metres of public open space

66% households purchasing or fully own their home

LOCAL ECONOMY

95,023 workers

18,850 businesses

$14.93 BILLION Gross Regional Product

6.0 MILLION annual visitors to the region

83% of workforce live in Greater Geelong

HEALTH AND WELLBEING

18% reported high/very high psychological distress

47.1% adults eat enough fruit

6.9% eat enough vegetables

54.7% meet physical activity guidelines

60.6% definitely feel safe walking down the street at night

OUR COUNCIL AND ORGANISATION

Like all local governments, the City of Greater Geelong is made up of two interdependent parts – the Council and the organisation. Collectively, we work together to serve our community.

The Council set the strategic direction for the municipality and make decisions on behalf of the community they've been elected to represent. The organisation oversees the day-to-day delivery of all services and functions, guided by the Council, state and federal legislation and various funding agreements.

All Victorian councils are required to provide leadership for the good governance of the municipality and the local community. This means:

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

As well as performing these roles, our Council provides valuable support to key partner organisations and advocates for projects, programs and initiatives that benefit the region.

OUR COUNCIL

Our Council is made up of eleven elected representatives, called councillors. Our current Council was elected for a four-year term on 26 October 2020.



CR STEPHANIE ASHER
Mayor
Bellarine Ward



CR TRENT SULLIVAN
Deputy Mayor
Bellarine Ward



CR JIM MASON AM
Bellarine Ward



CR EDDY KONTELJ
Brownbill Ward



CR SARAH MANSFIELD
Brownbill Ward



CR PETER MURRIHY
Brownbill Ward



CR BRUCE HARWOOD
Kardinia Ward



CR BELINDA MOLONEY
Kardinia Ward



CR RON NELSON
Kardinia Ward



CR ANTHONY AITKEN
Windermere Ward



CR KYLIE GRZYBEK
Windermere Ward

OUR ORGANISATION

We are an inclusive and flexible organisation and one of the largest employers in the region. We are responsible for:

- providing support and professional expertise to assist the Council in developing policies and making decisions
- engaging with the local community and significant stakeholders to make sure Council decisions are in line with community expectations
- delivering services and programs that benefit the whole community, such as waste management and roads
- delivering services and programs for specific communities, such as maternal child health and youth services
- enforcing legislation that has a local community impact, such as food safety and planning legislation
- building and maintaining infrastructure, such as local roads and community hubs
- protecting our natural environment, while supporting sustainable development
- supporting economic development that will benefit the whole community
- helping our community to plan for, and recover from, natural disasters and other emergencies.



OUR PURPOSE

Working together for a thriving community

OUR VALUES

Respect and encourage each other

Create a healthy and safe environment for all

Embrace new ideas and better ways to work

Make people the centre of our business

OUR TEAM

While the Chief Executive Officer operates under the delegation of the elected Council and is responsible for our overall management and performance, this can only be achieved with the support and expertise of our people.

Below is a summary of the different divisions in our organisation and the directors who lead them.



MARTIN CUTTER
Chief Executive Officer



MICHAEL DUGINA
Director Customer and Corporate Services



KAARINA PHYLAND
Director Strategy, People and Performance



GARETH SMITH
Director City Planning and Economy



ROBYN STEVENS
Director Community Life



GUY WILSON-BROWNE
Director City Services





WHAT IS INFORMING THIS PLAN

In developing this plan, we were guided by legislation, the federal, state and local context, our existing policies and plans, the health and wellbeing profile of our community and, most importantly, the views of our community.

Central to this process were:

- Our councillors – they led the development of the plan using their extensive knowledge and understanding of the current challenges and opportunities facing the Geelong region.
- Our strategic planning process – an integrated, long-term and transparent approach to planning, monitoring and performance reporting that aligns with our long-term community vision (see page 30).
- Our recognition of climate change as a global emergency and the urgency of addressing this locally to support state, national and international efforts.

WHAT HAS INFLUENCED *OUR COMMUNITY PLAN 2021–25*

Our community's 30-year 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."*	Features nine community aspirations: • A prosperous economy that supports jobs and education opportunities • A leader in developing and adopting technology • Creativity drives culture • A fast, reliable and connected transport network • A destination that attracts local and international visitors • People feel safe wherever they are • An inclusive, diverse, healthy and socially connected community • Sustainable development that supports population growth and protects the natural environment • Development and implementation of sustainable solutions
Engagement with stakeholders and community	See a summary on pages 12–13
Greater Geelong health and wellbeing profile	See a summary on page 14
Our local policies and strategies*	• *Sustainability Framework 2020* • Social Equity Principles • *Reflect Reconciliation Action Plan 2020–21* • *Settlement Strategy 2020*
Partnership priorities	• G21 Region Alliance • Geelong City Deal
International context*	• Climate change and environmental sustainability • COVID-19 pandemic recovery • Advancing technology
Key state policies and strategies*	• *Victorian Public Health and Wellbeing Plan 2019–2023* • *Ending Family Violence – Victoria's plan for change*

* For a full list of the health policies and strategies we reviewed, please refer to *Our Community Plan 2021–25 – Municipal Public Health and Wellbeing Plan 2018–21 Strategic Context* document.

HOW WE ENGAGED

Community and stakeholder engagement was central to everything we did in developing this plan. It not only informed our priorities, but it kept us on track throughout the process.

Below is a summary of the engagement schedule we used to develop the plan.

Dec 2020–Jan 2021	Jan–Feb 2021	Jan–Mar 2021	Feb 2021	Apr 2021	Jun 2021
Online and hard copy surveys made available to the general community for two months *239 responses*	An open submission opened to selected partner organisations, community groups and advisory committee *12 submissions*	Deliberative engagement process *4 sessions held with a total of 98 community members*	Stakeholder focus groups *8 workshops were conducted*	Draft plan and 2021–22 budget released for community feedback *126 submissions received*	Final plan, incorporating feedback from community, adopted by Council

WHAT WE HEARD

Following is a summary of the key themes that came out of the engagement process. We took all this feedback and developed a list of resident and community priorities (see blue box on opposite page).

Stakeholder submissions

- Improving mental health and wellbeing, including the need for better and more accessible mental health services
- Improved focus on gender equality
- Shared leadership and better engagement with stakeholders and community groups
- Sustainable economic growth and development that creates better environmental outcomes
- Personal safety, in particular for members of the LGBTIQA+ community, people with a disability and older people



Health and wellbeing partner focus groups

See Appendix B for the full list of partners who participated in the focus groups.

- Mental health and wellbeing, including social connection
- Early years and the importance of the first 1000 days for lifetime health and wellbeing
- Healthy eating and active living to prevent obesity and chronic illness
- Access to equitable opportunities for physical activity such as parks, open spaces and footpaths – particularly in the north of the municipality
- Addressing the impacts of disadvantage and inequity, as well as associated issues such as tobacco smoking and obesity
- Addressing the ongoing impacts of the COVID-19 pandemic, especially in relation to social isolation and delays in diagnosing health conditions, such as cancer
- Access to affordable and social housing, especially for women and older women experiencing housing insecurity
- Preventing violence against women and promoting gender equity
- Engagement in education and employment
- Water security for sustainable growth and living
- Impact of climate change on health and wellbeing



Deliberative engagement and survey outcomes

- The environment and climate change are a significant priority for residents and they're looking to Council for leadership on these issues
- Perceived lack of health services in the region is a top priority in particular areas, such as mental health
- Having the infrastructure and services needed to equitably serve the community is more important than keeping rates low
- Perceived safety and the infrastructure that supports it is a key point of concern for the community
- Small business and young people are worse off from the COVID-19 pandemic and need additional support from all levels of government
- Recycling and waste management, as well as road and street maintenance, are the top resident priorities
- Parks, open spaces and trails for walking and cycling are considered to be among the most important infrastructure in Geelong, and should be a high priority

Top priorities

- A strong local economy with job opportunities for all
- An inclusive community which welcomes diversity
- Access to good healthcare services for all, especially mental health services, and a focus on wellbeing
- Improving infrastructure, connected networks and alternate modes of transport

Supporting priorities

- Environmental sustainability in action
- Lifting community spirit and enhancing support networks
- A vibrant cultural hub which supports sport, arts and entertainment
- Being a safe place to live without the fear of violence, or threat of violence, and vandalism (including safety issues caused by drug and alcohol abuse)

Continuing priorities

- Celebrating and fully utilising the fantastic open spaces in the community
- Continuing to be a recognised leader in educational opportunities and facilities

GREATER GEELONG HEALTH AND WELLBEING PROFILE

While behaviours like being physically active and healthy eating can impact an individual's health, there are many factors that influence community health and wellbeing overall.

These factors – called *social determinants* – include access to services and transport, educational opportunities, housing, employment and freedom from violence and discrimination.

Our role is to understand local health characteristics and challenges so we can plan preventative health strategies, such as building urban environments that support active transport and tailoring our services to better meet community needs.



SNAPSHOT OF HEALTH DATA

Following is a summary of data that has shaped our priorities for this plan. It covers both experiences and behaviours that we know have an impact on health and wellbeing. Refer to Appendix A for a breakdown of this data and our demographic profile.

Greater Geelong compared to the Victorian average

- More adults report meeting fruit and vegetable intake guidelines
- More adults report meeting physical activity guidelines
- More adults respond 'yes, definitely' when asked if they feel safe walking down the street at night
- Fewer adults report they have excellent or very good health
- Fewer adults report feeling that life is worthwhile
- Fewer infants attending Maternal Child Health appointments are still being breastfed at six months
- More adults report high or very high psychological distress
- More women are at increased risk of alcohol-related harm and injury based on self-reported alcohol consumption
- More women have a self-reported body mass index classified as obese
- More men in Greater Geelong report they are current smokers
- More women ran out of food during the previous year
- More women were unable to raise $2000 within two days of an emergency
- More men think multiculturalism does not make life in their area better
- Higher overall average of premature deaths for men and women compared to the Victorian average
- Higher rate of premature deaths for adults aged 0–74 caused by chronic disease including cancer, diabetes, circulatory system diseases and respiratory system diseases

Other key data we've considered

- Only three other Victorian local government areas experienced greater gambling losses from electronic gaming machines than Greater Geelong in 2017–18
- From 2017–19, there was a rise in the rate of family violence incidents recorded by police in Greater Geelong and the overall rate of incidents is higher than the Victorian average
- The top five suburbs impacted by heatwaves in 2020 were Wandana Heights, St Albans, Marshall, Point Lonsdale and Newcomb

For a detailed breakdown of our community's health and demographic data, refer to *Our Community Plan 2021–25 – Demographics and Health Profile Background Document.*

OUR HEALTH AND WELLBEING PRIORITIES

As a local government, we play a crucial role in supporting the community to enjoy the highest attainable standards of health, wellbeing and participation at every age.

To achieve a whole-of-organisation focus on health and equity, we consider the social determinants of health and apply the World Health Organisation's *Health in All Policies Framework*, which keeps health and wellbeing high on our agenda.

We have considered the priorities of the state health and wellbeing plan and considered both the *Victorian Climate Change Act 2017* and the 2016 report from the Victorian Royal Commission into Family Violence.

The table below shows the health and wellbeing priorities we'll be focusing on over the next four years. We formed these priorities after a thorough review of the policy context, health challenges and community engagement. Priorities with an asterisk (*) are building on the work we started in our last health plan.

TACKLING CLIMATE CHANGE AND ITS IMPACT ON HEALTH	
What the community is saying	The environment and climate change are a significant priority for residents.
What the data is telling us	• Emergency department presentations for heat-related conditions have increased over the last few years. • A number of our suburbs are vulnerable to heatwaves. • Tree canopy cover is below recommended levels. • The number of blue-green algae blooms in Geelong's water bodies has increased.
Why we have chosen this priority	Climate change directly affects health through extreme weather events, prolonged heatwaves, flooding and bushfires. It also has indirect health impacts, such as poorer air quality, an increasing incidence of infectious disease, risks to food safety and drinking water quality and effects on mental health. The data is already showing environmental effects locally, as well as health effects for those most vulnerable.
Links	• Strategic Direction 2 – page 24 • *Sustainability Framework 2020* and supporting action plan • *Environment Strategy 2020–30* • *Urban Forest Strategy 2015–2025*





INCREASING HEALTHY EATING*	
What the community is saying	We need to make it easier to source and afford healthier food options.
What the data is telling us	• 37 per cent of men and 19.5 per cent of women in Greater Geelong are classed as overweight or pre-obese (based on self-reported data). • It is estimated 18 per cent of Greater Geelong boys aged 2–17 years, as well as 17 per cent of Greater Geelong girls in this age group, are overweight. • Only 7 per cent of the adult population report eating daily recommended serves of vegetables, and 47 per cent report eating daily recommended serves of fruit. • Compared to the Victorian average, Geelong children aged from 0–12 years have more decayed, missing or filled teeth. • The proportion of infants who are breastfed at 6 months of age has decreased from 41 per cent in 2014, to 17 per cent in 2018.
Why we have chosen this priority	A healthy diet is a crucial modifiable factor for maintaining a healthy weight and preventing chronic disease. While some improvements have been made over the years, sustained effort is needed to support ongoing access to affordable, culturally appropriate, safe and healthy food options in a variety of settings and environments.
Links	Strategic Direction 1 – page 22
INCREASING ACTING LIVING*	
What the community is saying	Access to public open space, sports facilities and walking trails is important.
What the data is telling us	More adults report meeting physical activity guidelines, but the proportion of adults who report sitting for 8+ hours on an average weekday has increased.
Why we have chosen this priority	Active living is an important factor in maintaining overall health and wellbeing and preventing chronic disease. Providing the community with equitable access to safe environments that promote active living is an ongoing priority.
Links	• Strategic Direction 1 – page 22 • *Shared Trails Masterplan*
DEMONSTRATING AND PROMOTING GENDER EQUITY PRACTICES*	
What the community is saying	Personal safety continues to be an area of concern, particularly for women.
What the data is telling us	• From 2017–19, there was a rise in the rate of family violence incidents recorded by police and this is a disturbing trend. • A smaller percentage of women report feeling safe walking down the street at night (45 per cent) compared to men (76.6 per cent), although this is similar to the Victorian average.
Why we have chosen this priority	Gender equality occurs when people of all genders have equal rights, responsibilities and opportunities. Evidence shows it helps prevent violence against women and girls. Gender equity practices aim to achieve better gender equality.
Links	• Strategic Direction 1 – page 22 • *Ba-gurrk: A Gender Equity Framework*
IMPROVING MENTAL WELLBEING AND SOCIAL CONNECTION*	
What the community is saying	It is important to address the ongoing impacts of the COVID-19 pandemic, especially in relation to social isolation and connection to community.

IMPROVING MENTAL WELLBEING AND SOCIAL CONNECTION* (CONTINUED)	
What the data is telling us	• More adults are reporting high, or very high, levels of psychological distress when compared to the Victorian average. • The proportion of young people showing high levels of psychological distress has increased over time. • Our region has a higher rate of suicide and self-harm compared to the Victorian average. • People's reported ability to get help from family, friends and neighbours has decreased over time.
Why we have chosen this priority	Feeling connected to others, being able to cope with the usual stresses of life, having the opportunity and capacity to contribute to the community and being productive are all crucial to mental health and wellbeing. Mental health conditions also overlap with chronic diseases, alcohol misuse, drug use and problem gambling. The COVID-19 pandemic has had a negative impact on mental health and feelings of social connection, with some impacted more than others. A focus on mental wellbeing is therefore a priority of this plan.
Links	Strategic Direction 1 – page 22

The data also shows that the use of tobacco, alcohol and other drugs, as well as gambling and homelessness, are challenges for some parts of our community. Focused attention on social equity will lead to better health outcomes over time.

ANNUAL ACTION PLAN

These priorities will be addressed in collaboration with our partners, stakeholders and communities through the *Our Community Plan 2021–25 – Annual Action Plan 2021–22*, as well as the other related strategies and frameworks listed in this plan.

Our health and wellbeing priorities will be reviewed annually with our partners, who are integral to achieving positive health outcomes for the community. This will help keep our priorities relevant to emerging population needs.

OUR PARTNERSHIP APPROACH TO HEALTH AND WELLBEING

Guided by community needs, organisational priorities, business planning and funding opportunities, we will work with existing partners and explore new partnerships over the next four years.

Key stakeholders we'll be working with include:

- Active Geelong
- Barwon Child, Youth and Family
- Barwon Health
- Barwon Water
- Bellarine Community Health
- Department of Families, Fairness and Housing
- Diversitat
- Epworth Healthcare
- G21 Region Alliance
- Geelong Cats
- Sexual Assault and Family Violence Centre
- Wadawurrung Traditional Owners Aboriginal Corporation
- Wathaurong Aboriginal Co-operative
- Western Victoria Primary Health Network
- Women's Health and Wellbeing Barwon South West

THE IMPORTANCE OF EQUITY

Fair and equitable access to our services and facilities is a key principle of our work, regardless of gender, age, background, location and abilities. This is demonstrated by the social equity principles we adopted in 2017:

1. All activities of the City will be informed by up-to-date demographic and geographic information on social equity in the region which identifies priority areas and groups for attention.
2. Planning of all activities will be informed by effective, focused partnerships and engagement with priority groups and areas, aimed at fully understanding the needs and obstacles they experience in accessing services and facilities.
3. Service and infrastructure design, location, communication and support arrangements will address the needs and obstacles faced by priority areas and groups.

Gender equity is a good example of how addressing equity helps. By looking at equity as a root cause, we aim to reduce the level of violence experienced by many but, in particular, women.

OUR STRATEGIC DIRECTIONS 2021–25





We are committed to becoming the clever and creative city-region our community described when we asked them to form a long-term vision for the region in 2017.

This plan outlines the steps we'll take over the next four years to move closer to that goal. The four strategic directions we've chosen to guide us are as follows:

STRATEGIC DIRECTION 1
HEALTHY, CARING AND INCLUSIVE COMMUNITY

STRATEGIC DIRECTION 2
SUSTAINABLE GROWTH AND ENVIRONMENT

STRATEGIC DIRECTION 3
STRONG LOCAL ECONOMY

STRATEGIC DIRECTION 4
HIGH-PERFORMING COUNCIL AND ORGANISATION

As well as the strategic directions, the plan also outlines:

DESIRED OUTCOMES

The future state we're aiming for in four years.

OUR ROLE

What we will do to help achieve the desired outcome.

INDICATORS

How we will monitor our progress.

FOUR-YEAR PRIORITIES

The priorities we'll focus on to help achieve our desired outcomes.

While the plan is intended to guide us for the next four years, we will review it annually as part of the budget and action planning process (see below). If changes are required to accommodate new priorities, incorporate new indicators or respond to community feedback, we will amend the plan.

ACTION PLANNING AND REPORTING

To help us measure our progress and respond to changing needs and expectations over the four years, *Our Community Plan 2021–25* will be supported by the following:

An annual action plan and budget

This will highlight the projects, initiatives and programs that will take place in the next financial year to address our four-year priorities.

Quarterly updates and an annual report

The quarterly report will describe our progress in implementing the action plan throughout the financial year, while the annual report provides an end-of-year overview of the City's performance, including how we're tracking against the indicators.




HOODIES ON THE NEST - ON LEAD IS BE



STRATEGIC DIRECTION 1

HEALTHY, CARING AND INCLUSIVE COMMUNITY

A healthy community is one where everyone has the opportunity to experience their best possible health and wellbeing.

As our health and engagement data shows, there are some pressing issues impacting the health and wellbeing of our local community, including mental health issues and the impacts of climate change.

We recognise community wellbeing and social equity as a key priority in our *Sustainability Framework 2020.* This plan emphasises the importance of supporting our community to adopt sustainable practices for health now and in the future.

We cannot address these significant and complex challenges alone, because it requires a whole-of-community approach to create a lasting impact that will benefit everyone equally.

Working alongside other stakeholders and community groups, our role is to deliver liveable and accessible places, promote active and healthy lifestyles at every stage of life, deliver services and programs more equitably and support people to stay connected with others in their local community. We also need to create an environment where everyone feels welcome and valued for their unique contribution – regardless of age, ability, gender, cultural background, geographic location or income status.

OUR ROLE

Planning communities that support healthy lifestyles

Delivering services to the community

Supporting community groups and local organisations

Promoting healthy lifestyles and social equity

Collaborating with local, state and federal government

RELATED STRATEGIES AND PLANS

Multicultural Action Plan 2018–2022

Access and Inclusion Plan 2018–22

Ba-gurrk: A Gender Equity Framework

Reflect Reconciliation Action Plan 2020–21

Social Housing Plan 2020–41

Social Infrastructure Plan – Generation One: 2020–2023

Municipal Early Years Plan 2018–22

Domestic Animal Management Plan 2022–2025 (draft)

Arts and Cultural Strategy 2021–31 (draft)

Shared Trails Masterplan

Sustainability Framework 2020 and supporting action plan

LINKS TO CLEVER AND CREATIVE VISION

An inclusive, diverse, healthy and socially connected community

People feel safe wherever they are

Creativity drives culture

DESIRED OUTCOMES

- Our community feels welcome, safe and connected ★
- Our community has equitable access to health and social services, information and infrastructure ★
- Healthy behaviours and environments are promoted, supported and accessible ★

FOUR-YEAR PRIORITIES

- Help our community, recreation groups and volunteers to prosper and grow ★
- Deliver health and community initiatives that are culturally sensitive and accessible across all life stages ★
- Foster and embrace community connectedness ★
- Demonstrate and promote gender equity practices ★
- Foster an inclusive community culture ★
- Facilitate social and affordable housing in Greater Geelong ★
- Provide access to places, spaces and services where and when people need them the most ★
- Strengthen relationships and partnerships with the Aboriginal and Torres Strait Islander communities in Greater Geelong ★
- Support the City's cultural and creative life, history and heritage ★
- Provide facilities that foster and facilitate positive health and wellbeing outcomes ★
- Respond to the findings of the Royal Commissions into aged care and mental health ★

INDICATORS

Municipal

- Proportion of adults experiencing high / very high psychological distress ★
- Proportion of adults meeting the physical activity guidelines ★
- Proportion of adults consuming the recommended number of serves of fruit and vegetables ★
- Reported incidents of family violence ★
- Community perception of safety in the area where they live ★
- Level of agreement that multiculturalism makes life better ★
- Proportion of community concerned about effects of climate change on health ★
- Proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group) ★

City of Greater Geelong

- Community satisfaction with support services ★
- Community satisfaction with recreational facilities ★
- Level of agreement that Council infrastructure is equitable ★
- Level of agreement that Council infrastructure is accessible ★
- Number of key community infrastructure projects completed ★
- Community satisfaction with community and cultural activities ★

★ Supports health and wellbeing



STRATEGIC DIRECTION 2

SUSTAINABLE GROWTH AND ENVIRONMENT

Protecting our environment is a key priority area of our *Sustainability Framework 2020* and we are committed to achieving zero emissions, using the planning framework to influence sustainable growth in the built environment, increasing green spaces, supporting biodiversity and leading our community to mitigate the impacts of climate change.

With global pressures to consider, such as climate change and waste, and significant flora and fauna in our region in need of protection, it's clear that the stakes couldn't be higher. It is therefore vital that we respond by creating high-amenity neighbourhoods that are well-connected, liveable and sustainable.

OUR ROLE

Facilitating housing supply, affordability and diversity

Planning for sustainable growth and enhanced liveability

Building sustainable community infrastructure

Coordinating a community response to climate change

Protecting indigenous biodiversity and nature reserves

Managing climate change risks through adaptation and mitigation measures

RELATED STRATEGIES AND PLANS

Settlement Strategy 2020

Northern and Western Geelong Growth Areas Framework Plan

Social Housing Plan 2020–41

Social Infrastructure Plan – Generation One: 2020–2023

Sustainability Framework 2020 and supporting action plan

Environment Strategy 2020–30

Climate Change Response Plan (draft)

Urban Forest Strategy 2015–2025

Waste and Resource Recovery Strategy 2020–2030

Stormwater Services Strategy 2020–30

Arts and Cultural Strategy 2021–31 (draft)

LINKS TO CLEVER AND CREATIVE VISION



Sustainable development that supports population growth and protects the natural environment



Development and implementation of sustainable solutions



A fast, reliable and connected transport network



Creativity drives culture



People feel safe wherever they are

★ Supports health and wellbeing

DESIRED OUTCOMES

- We are delivering our vision for sustainable growth across the municipality
- We have a choice of housing and lifestyles to meet the diverse needs of our community ★
- There are connected transport networks throughout the region that support liveability and prosperity ★
- Greater Geelong has quality, vibrant public spaces ★
- We are leading a reduction in community emissions and are increasing the City's resilience to climate change impacts ★
- We protect and restore our natural environment ★
- We minimise waste with good design and manage effective recovery of resources

FOUR-YEAR PRIORITIES

- Meet the housing needs of our future community ★
- Meet existing and future transport needs ★
- Create engaging places and spaces ★
- Deliver best-practice Environmentally Sustainable Design principles and vibrant neighbourhoods
- Achieve carbon neutral in all City-managed operations by 2025 and manage our climate change risks ★
- Support our community and region to reduce emissions and build resilience to climate change ★
- Reduce the impact of waste ★
- Support greater indigenous biodiversity ★

INDICATORS

Municipal

- Residential land supply
- Employment land supply
- Diversity of housing supply ★
- Journeys to work made by public transport, walking or cycling ★
- Percentage of residences within 400 metres of public open space in urban areas ★
- Community greenhouse gas emissions
- Diversion of waste from landfill

City of Greater Geelong

- Community satisfaction with planning for population growth
- Percentage housing construction within existing urban areas
- Kilometres of bicycle, walking paths and shared paths ★
- Community satisfaction with local streets and footpaths ★
- Community satisfaction with sealed local roads
- Quantity of open space ★
- Community satisfaction with appearance of public areas (includes local parks, gardens, reserves and nature strips) ★
- Greenhouse gas emissions generated by City-managed operations
- Hectares of protected natural habitat ★
- Number of trees planted ★
- Community satisfaction with waste management

STRATEGIC DIRECTION 3

STRONG LOCAL ECONOMY



Our economy is changing to service Geelong's growing population and meet the needs of emerging industries.

To stay competitive in a globalised economic environment, we must collaborate with stakeholders to market Greater Geelong's competitive strengths, support local business and advocate for the infrastructure and services we need to attract investment and stimulate economic growth.

To secure Geelong's economic future, we must support business and industry across:

- existing sectors – health, education, construction, tourism, retail and hospitality
- diversifying industries – advanced manufacturing, technology, research and innovation, transport, warehousing and logistics
- emerging industries – carbon fibre manufacturing, progressive agribusiness, creative and cultural industries, smart technology businesses, cleantech and circular economy businesses.

We will continue to work with a range of partners to leverage and promote our competitive strengths, including transport and access, available and affordable land, and natural and cultural assets.

In addition, we will continue to work with our stakeholders to help prepare our workforce for this changing economy and support equal participation in the workforce for all.

OUR ROLE

Influencing Geelong's economic growth

Advocating for new infrastructure and services needed by existing and future industries

Partnering with others to leverage our competitive strengths

Facilitating small business support, workforce development, investment attraction and events

Marketing and positioning Geelong's competitive advantages

Leading tourism and creative industries

RELATED STRATEGIES AND PLANS

Revitalising Central Geelong Action Plan

Smart City Strategic Framework 2021

Sustainable Agribusiness Strategy for the G21 Region 2017–2022

Arts and Cultural Strategy 2021–31 (draft)

Tourism Greater Geelong and the Bellarine – Corporate Strategy 2021–25 (draft)

Tourism Greater Geelong and the Bellarine – Tourism Development Plan 2019–22

Geelong Major Events Strategy 2016–2026

Retail Strategy 2020–36

Geelong City Deal

Sustainability Framework 2020 and supporting action plan

LINKS TO CLEVER AND CREATIVE VISION

A prosperous economy that supports jobs and education opportunities

A leader in developing and adopting technology

Creativity drives culture

A destination that attracts local and international visitors

★ Supports health and wellbeing

DESIRED OUTCOMES

- We have a global, national and local reputation as a place to do business – especially in our key sectors
- We have a diversified, future-focused and sustainable economy to drive employment and support growth
- We are an influential Council that builds effective private and public partnerships, taking the lead role in advocating for future investment

FOUR-YEAR PRIORITIES

- Attract and facilitate public and private investment
- Promote and leverage the competitive strengths and attractiveness of our region, globally, nationally and locally
- Support entrepreneurs, start-ups, innovation, research and digital connectivity ★
- Attract businesses with a carbon neutral and circular economy focus
- Support local business resilience and recovery from the impacts of the COVID-19 pandemic ★
- Attract, retain and enable participation in the workforce to meet industry needs ★
- Address high levels of unemployment in targeted areas of our region ★
- Promote our region as a trial location for innovation and new technologies

INDICATORS

Municipal

- Number of jobs located in the City of Greater Geelong ★
- Small area unemployment rates across Greater Geelong ★
- Gross Regional Product
- Value of non-residential building approvals in City of Greater Geelong
- Number of businesses
- Tourism Sentiment Index
- Investment in Geelong
- Visitor expenditure

City of Greater Geelong

- Community satisfaction with business and community development
- Return on investment of Geelong major events



Above: *The Volunteer Rifle Band* bollard sculptures by Jan Mitchell (1999).

STRATEGIC DIRECTION 4

HIGH-PERFORMING COUNCIL AND ORGANISATION



Under the leadership of Council, we are duty-bound to make decisions that are evidence-based, financially responsible and reflect the needs of the community and stakeholders we serve. In a rapidly changing environment, this can be a balancing act.

Advancing technologies, environmental issues, social inequity, rapid growth, organisational change and ageing assets all place pressure on our existing resources. We must adapt to these challenges if we are to continue delivering services, programs and infrastructure to our communities in a way that is equitable and fair.

Responsible and transparent business is the third key priority area identified in our *Sustainability Framework 2020*, and we are working hard to position the organisation to better achieve our sustainability objectives.

OUR ROLE

Delivering customer value that puts the needs of our community first through services, partnerships and advocacy

Improving processes using new digital tools and ways of working

Maintaining a workplace culture that is healthy, safe, inclusive and diverse

Managing finances and infrastructure responsibly and equitably

RELATED STRATEGIES AND PLANS

Customer Experience Strategy 2020–22

Sustainability Framework 2020 and supporting action plan

Ten-year Financial Plan

Asset Management Strategy 2016

Clever Together

Future Ways of Working

Working Better Together

DESIRED OUTCOMES

- Our services are accessible and meet the diverse needs of our community ★
- We are acknowledged and recognised as a leading council and organisation
- We have a healthy, safe, inclusive and diverse culture ★
- We are a financially sustainable and resilient organisation

FOUR-YEAR PRIORITIES

- Enable a customer-focused approach that delivers efficient and responsive service
- Communicate and engage effectively with our community to understand their needs and advocate on their behalf ★
- Deliver on our community's most important needs for infrastructure and services
- Continue to strengthen our workplace culture ★
- Create a more efficient and effective organisation
- Ensure that our employees are safe at work ★
- Focus on financial sustainability

INDICATORS

- Complaints resolution
- Community satisfaction with:
  - customer service
  - informing the community
  - engagement / consultation
  - overall council direction
  - overall performance
  - advocacy on behalf of the community
- Lost Time Injury and Total Recordable Injury frequency rates
- Gender breakdown of City employees
- Number of Aboriginal and Torres Strait Islander people employed at the City
- Employee satisfaction and engagement
- Recurrent surplus / deficit
- Funds from sale of assets
- Cost recovery of services and revenue growth from new sources (fees and charges)
- Efficiency target
- Asset renewal gap



City of Greater Geelong Youth Council 2021

★ Supports health and wellbeing

OUR PLANNING AND REPORTING FRAMEWORK

We have developed an integrated, long-term and transparent approach to planning, monitoring and performance reporting that is aligned with our clever and creative vision.

The framework helps us set goals, make decisions, prioritise our workload, allocate resources, monitor how we're going and adapt to changing circumstances that might challenge our progress. As Figure 2 shows, the top layer of this framework is most relevant to both our council and municipal public health and wellbeing planning processes.

In addition to the framework, the City will report its sustainability performance annually against the Global Reporting Initiative standards and align its activities with the United Nations Sustainable Development Goals.



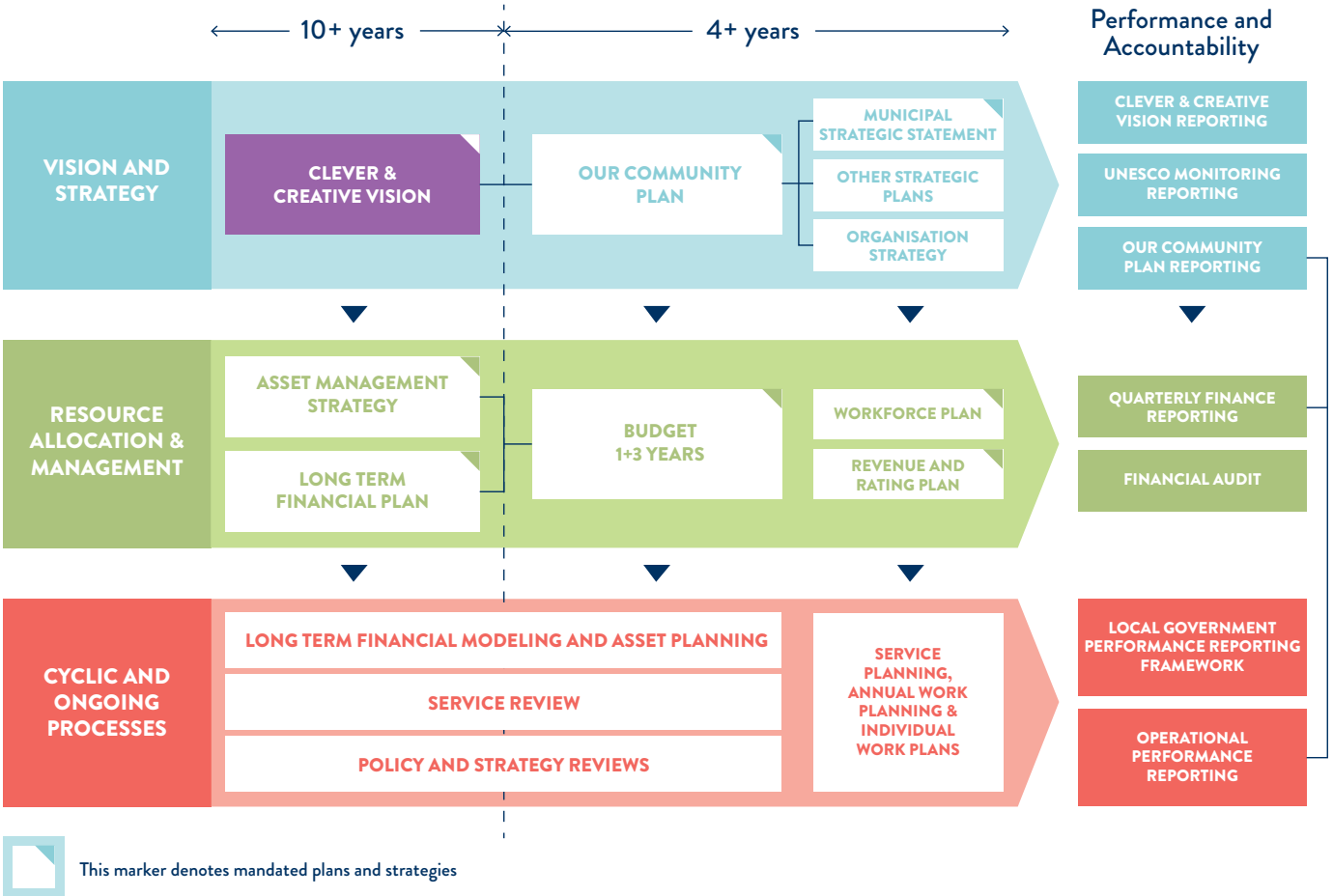


Figure 2: City of Greater Geelong integrated strategic planning and reporting framework



APPENDIX A

SUMMARY OF DEMOGRAPHIC DATA

Adults aged 35–49 are the dominant age group (2016 ABS Census).

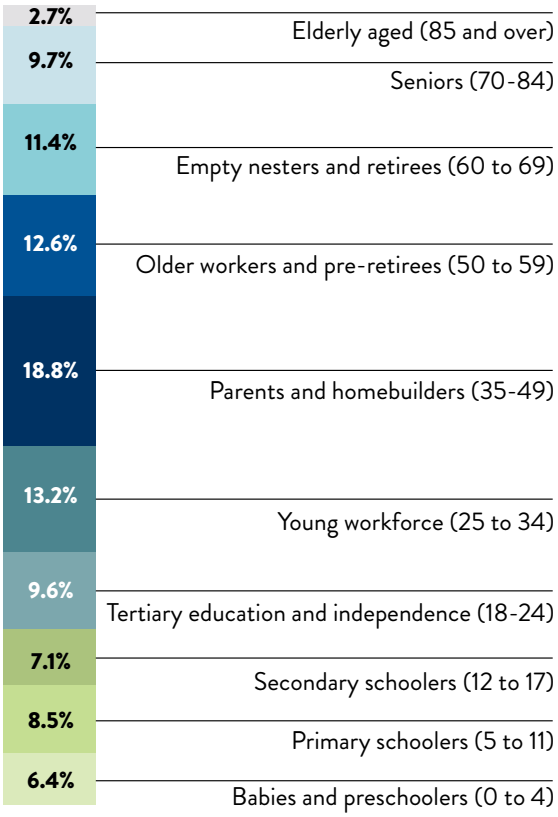


Figure 3: Population demographics (Source: ABS, 2016)

Mount Duneed, Armstrong Creek, Marshall-Claremont, Lovely Banks-Batesford-Moorabool, Curlewis are expected to experience the most growth by 2041 (forecast.id 2020).

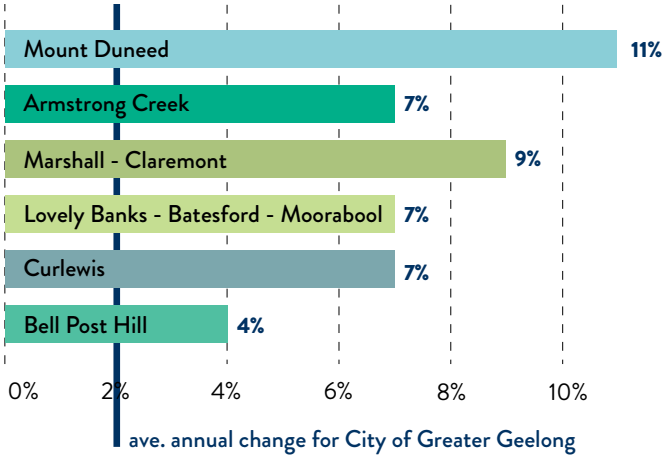


Figure 4: Population growth to 2041 (Source: forecast.id, 2020)

Adults aged 70 to 84 (100% increase) and 85 years and over (104% increase) will have the biggest population increases from 2016 to 2041 (2016 ABS Census and profile.id 2020).

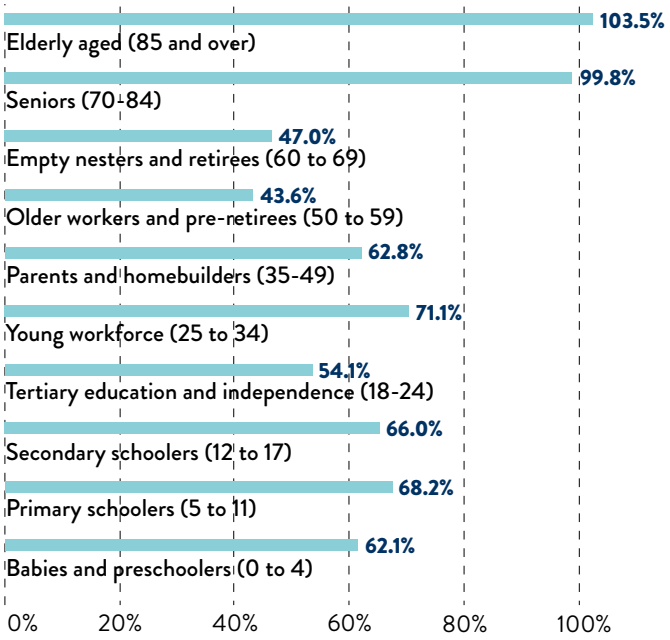


Figure 5: Population increase by life stage (Source: ABS, 2016)

The City of Greater Geelong has the highest proportion of people born in predominantly non-English speaking countries in the G21 region (11%) (2016 ABS Census).

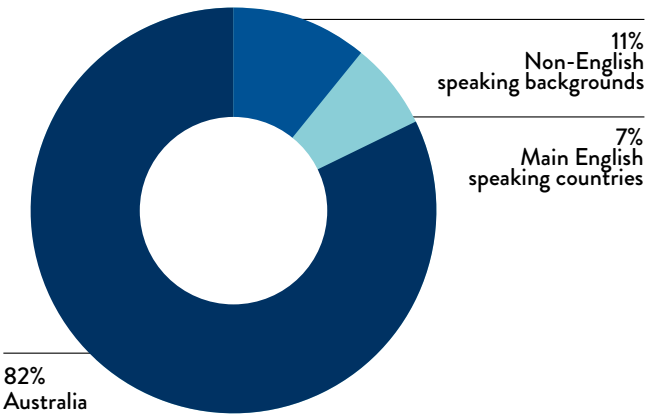


Figure 6: Birthplace (Source: ABS, 2016)

2402 people (1%) in Greater Geelong identify as being Aboriginal or Torres Strait Islander (2016 ABS Census).

The countries with the highest number of people recently arriving to Geelong (between 2011 and 2016) were from India (+1244), China (+650) and Afghanistan (+432) (profile.id 2020).

Corio, Norlane-North Shore and Whittington have high levels of disadvantage (indicated by low SEIFA scores - *SEIFA: Socio-Economic Indexes for Areas*) (2016 ABS Census).

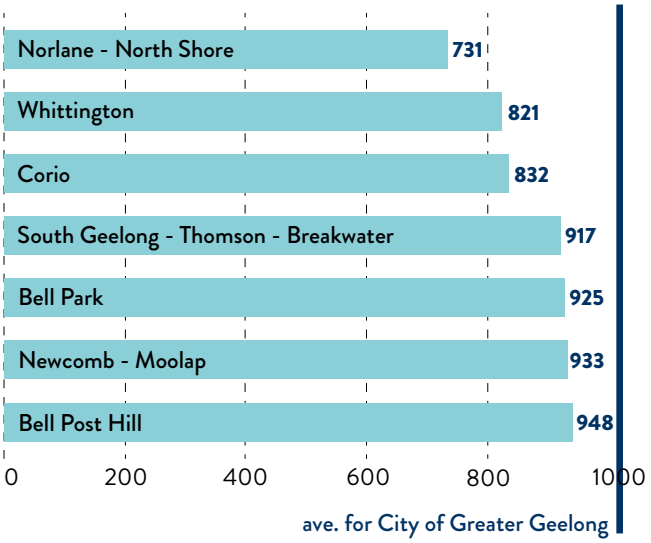


Figure 7: SEIFA scores for different areas (Source: ABS, 2016)

The City strives towards an equitable approach to health and wellbeing, which means greater attention is given to those at the greatest risk of poorer health outcomes. This includes the following priority populations:

- children
- young people
- women
- people experiencing family violence
- people experiencing homelessness or low income
- older people
- people with disabilities
- newly arrived, refugee and culturally and linguistically diverse communities
- Aboriginal and Torres Strait Islander people
- the Lesbian, Gay, Bisexual, Transgender, Intersex, Queer, Asexual community (LGBTIQA+), as well as gender diverse populations.

SUMMARY OF HEALTH DATA

Most of this summary data has been drawn from the *Victorian Population Health Survey 2017* and therefore should be interpreted with caution for two reasons:

- most of the data is self-reported and this method has limitations in terms of reliability and validity
- any health impacts caused by the the COVID-19 pandemic in 2020 – either positive or negative – are not reflected in this data.

Physical and mental health status

As Figure 8 shows, the Greater Geelong region has a lower percentage of men and women who report they have excellent or very good health when compared to the rest of Victoria (VPHS 2017). The region also has a higher rate of men and women who report high or very high psychological distress when compared to the Victorian average (see Figure 9).

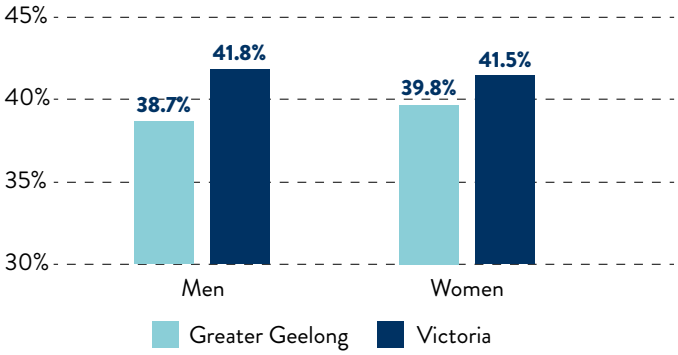


Figure 8: Men and women who rate their health as excellent or very good (%) (Source: VPHS 2017)

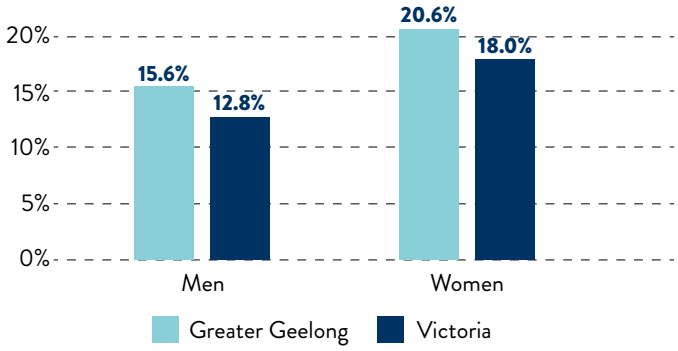


Figure 9: Men and women who report high or very high psychological distress (%) (Source: VPHS 2017)

Further to this, Figure 10 shows that a lower percentage of adults living in Greater Geelong report feeling that life is worthwhile when compared to the Victorian average.

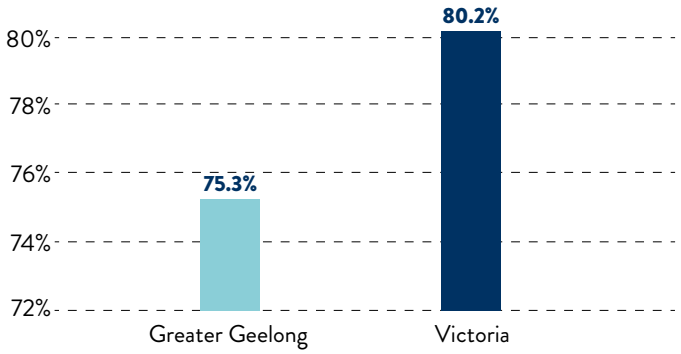


Figure 10: Proportion of adults who feel life is worthwhile (Source: VPHS 2017)

Health behaviours

While the percentage of adults who report meeting the fruit and vegetable intake guidelines is higher in Greater Geelong when compared to the Victorian average, Figure 11 shows that the overall percentage is still very low. This is particularly the case when it comes to the number of adults reporting they meet vegetable intake guidelines (6.9 per cent in Greater Geelong).

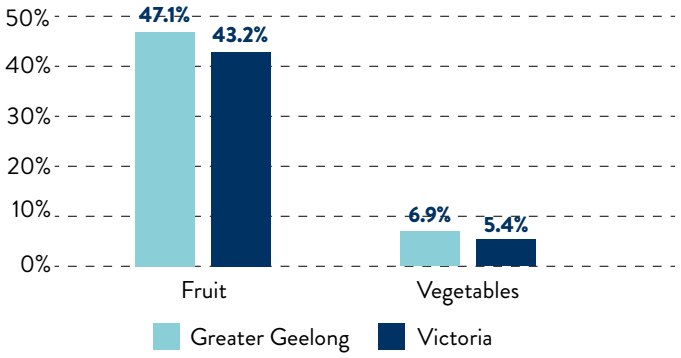


Figure 11: Adults who report meeting fruit and vegetable intake guidelines (%) (Source: VPHS 2017)

The situation is similar when comparing the percentage of adults who report meeting physical activity guidelines (see Figure 12). While a higher percentage of both men and women report meeting physical activity guidelines in Greater Geelong when compared to the Victorian average, the percentage is still only slightly higher than half the population (54 per cent of men and 55.6 per cent of women).

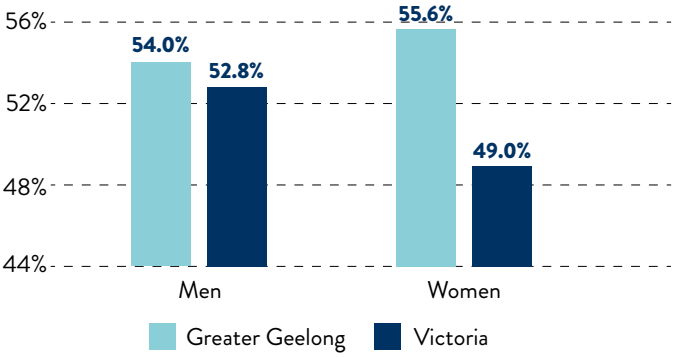


Figure 12: Men and women who report meeting physical activity guidelines (%) (Source: VPHS 2017)

Body mass index

Figure 13 shows the proportion of men and women with a self-reported body mass index that is classed as overweight / pre-obese and obese. While generally the Greater Geelong percentages are fairly close to the Victorian average, there is a greater proportion of women in Greater Geelong self-reporting a body mass index that would be classed as obese (23.6 per cent in Greater Geelong compared to 19.5 per cent Victorian average).

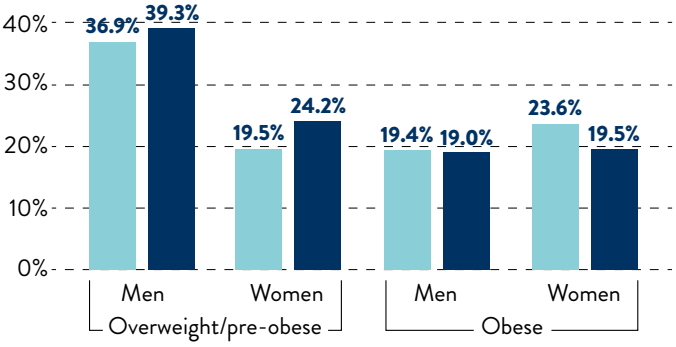


Figure 13: Men and women with a self-reported body mass index classed as overweight, pre-obese and obese (%) (Source: VPHS 2017)

Breastfeeding rates

As Figure 14 shows, the percentage of infants attending Maternal Child Health appointments who are still being breastfed at 6 months is lower in Greater Geelong when compared to the Victorian average, and has also dropped over time (41.4 per cent in 2014–15 compared to 17.4 per cent in 2017–18).

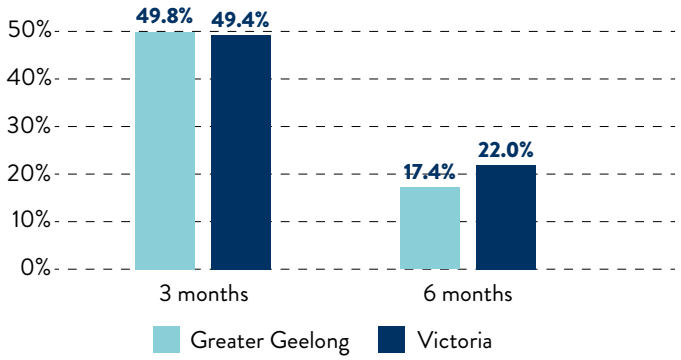


Figure 14: Infants attending Maternal Child Health appointments who were breastfed at 3 and 6 months for 2017–18 (%) (Source: DHHS 2020)

Smoking rates

As Figure 15 shows, the percentage of men in Greater Geelong who report they are current smokers (24.7 per cent) is well above the Victorian average (20.3 per cent). This percentage has also increased significantly since the last Victorian Population Health Survey in 2014, when only 17.5 per cent of men reported being current smokers (VPHS 2014-17).

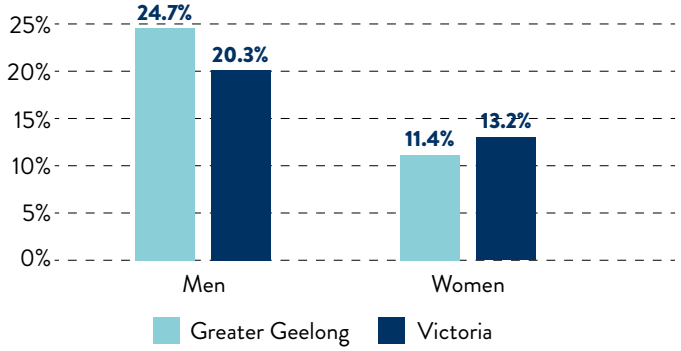


Figure 15: Men and women who report they are current smokers (%) (Source: VPHS 2017)

Alcohol-related risks

Figure 16 shows that the percentage of women in Greater Geelong consuming alcohol in a way likely to increase lifetime risk of alcohol-related harm is higher than the Victorian average (63.6 per cent versus 50.6 per cent women), as is the percentage of women at risk of alcohol-related injury on a single occasion (41.7 per cent versus 32.2 per cent).

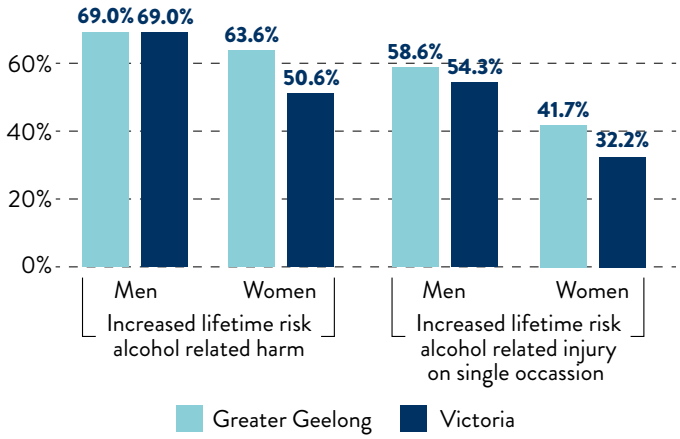


Figure 16: Men and women at increased risk of alcohol-related harm and injury based on self-reported alcohol consumption (%) (Source: VPHS 2017)

Gambling rates

As Figure 17 shows, players using electronic gaming machines in Greater Geelong lost $117.5 million in 2017–18. In the same year, only three other Victorian local government areas experienced greater losses.

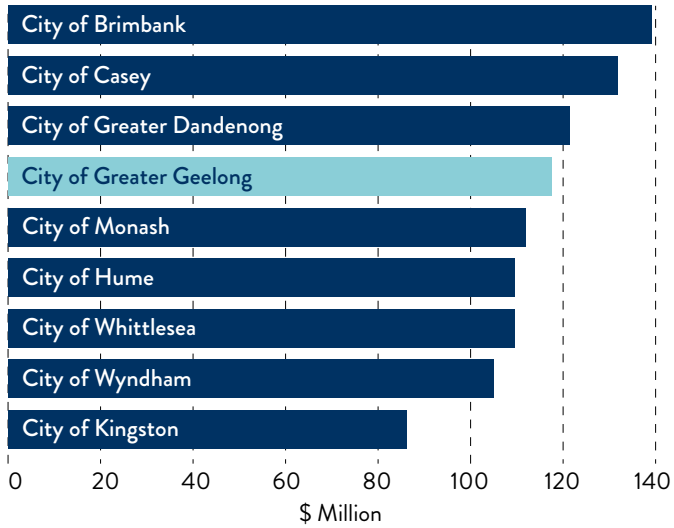


Figure 17: Total losses for players using electronic gaming machines in 2017–18 by municipality (Source: VCGLR, 2020)

Family incidents recorded by police

From 2017–19, there was a rise in the rate of family incidents recorded by police in Greater Geelong (per 100,000 population). As Figure 18 shows, the rate is also higher than the overall rate across Victoria.

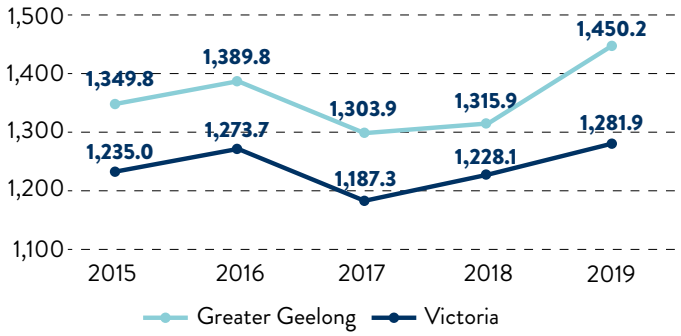


Figure 18: Family incidents recorded by police: rate per 100,000 population 2015–19 (Source: CSA, 2020)

Self-reported feelings of safety

Compared to the Victorian average, Greater Geelong has a higher percentage of men and women who respond 'yes, definitely' when asked if they feel safe walking down the street at night. As Figure 19 shows, the percentage of women in Greater Geelong who feel this way is still significantly less than men (45 per cent and 76.6 per cent respectively).

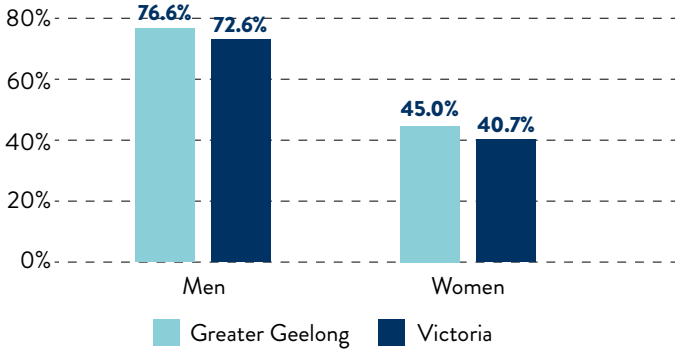


Figure 19: Men and women who report 'yes, definitely' when asked if they feel safe walking down the street after dark (%) (Source: VPHS 2017)

Emergency support and food security

As Figure 20 shows, the percentage of women in Greater Geelong who ran out of food during the previous year was higher by 5 per cent when compared to the Victorian average. Similarly, the percentage of women who were unable to raise $2000 within 2 days of an emergency was higher by over 4 per cent when compared to the Victorian average.

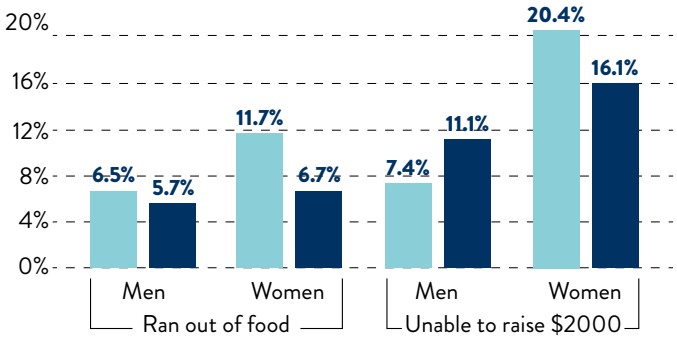


Figure 20: Men and women who ran out of food at any time during the previous year (left) and unable to raise $2000 within 2 days of an emergency (right) (%) (Source: VPHS 2017)

However, Greater Geelong has a higher percentage of men and women with a friend or relative that could care for them, or their children, in an emergency when compared to the Victorian average (see Figure 21).

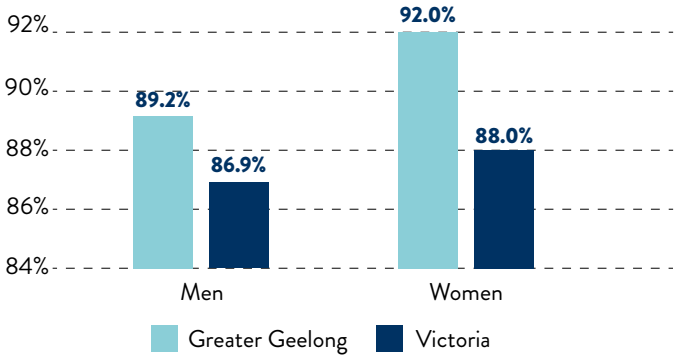


Figure 21: Men and women who have a friend or relative (not living with them) that could care for them (or their children) in an emergency (Source: VPHS 2017)

Support for multiculturalism

As Figure 22 shows, there is a higher percentage of men in Greater Geelong who think multiculturalism does not make life in their area better when compared to the Victorian average.

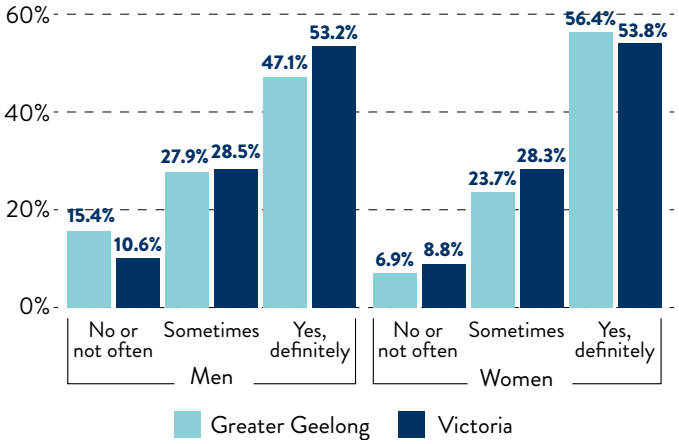


Figure 22: Adults who think multiculturalism makes life in their area better (%) (Source: VPHS 2017)

Suburbs vulnerable to heatwave

Figure 23 shows that the top five suburbs impacted by heatwaves in 2020 were Wandana Heights, St Albans, Marshall, Point Lonsdale and Newcomb. These suburbs will continue to be at highest risk through to 2070 (Roös et al 2020).

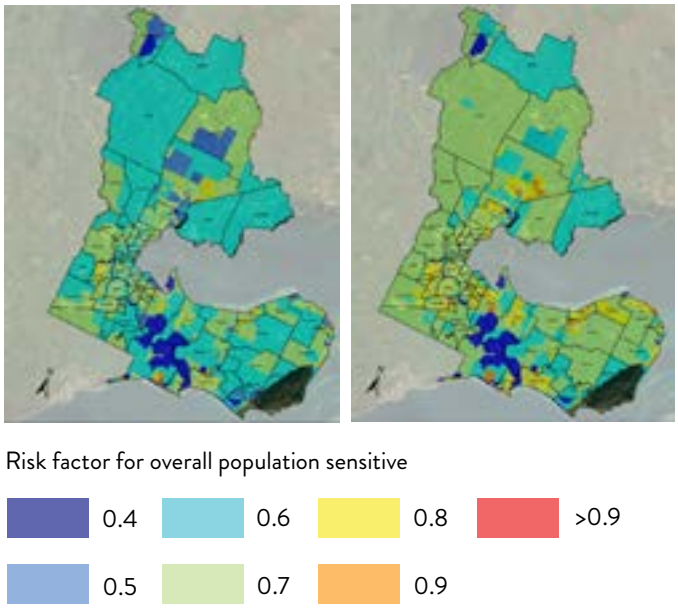


Figure 23: City of Greater Geelong suburbs vulnerable to heatwaves at Mesh Block scale for 2040 (left) and 2070 (right) (Source: Roös et al 2020)



Left: *The Unknown Mariner* (2015) by Cam Scale



APPENDIX B

The health and wellbeing partners who participated in our stakeholder focus groups in February 2021 included:

- Active Geelong
- Barwon Child, Youth and Family
- Barwon Health
- Barwon Water
- Bellarine Community Health
- Diversitat
- Epworth
- G21 Region Alliance
- Geelong Cats
- Sexual Assault and Family Violence Centre
- Wathaurong Aboriginal Co-operative
- Western Victoria Primary Health Network
- Women's Health and Wellbeing Barwon South West







Right: Artist, Billy-Jay O'Toole, with the NAIDOC Week 2020 banner that features his artwork, *Wadawurrung Country and Connection* (2019).

CITY OF GREATER GEELONG

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GEELONG

Attachment 4



THE CITY OF
GREATER GEELONG

OUR COMMUNITY PLAN 2021–25

ANNUAL ACTION PLAN 2021–22

CITY OF GREATER
GEELONG

INTRODUCTION

Our Community Plan 2021-25 – A Proud, Safe and Healthy Community **outlines how we are working towards the City's 30-year community vision to make Greater Geelong a clever and creative city-region.**

The plan tells the community what the councillors are aiming to achieve during their four-year term, and guides how we allocate resources so we can deliver infrastructure, services and programs to the community to ensure the social, economic and environmental sustainability of our region.

The four strategic directions we've chosen to guide us are as follows:

- **Healthy, caring and inclusive community**
- **Sustainable growth and environment**
- **Strong local economy**
- **High-performing Council and organisation.**

With the health and wellbeing of our community being one of the council's key priorities, this year we're bringing the council plan and municipal public health and wellbeing plan together into one document. This will create a more focused agenda for our work and make it easier for our community to track our progress.

Health and wellbeing is embedded throughout the plan, supporting each strategic direction, and the outcomes, four-year priorities, actions and indicators. The areas with a link to health and wellbeing are identified with a ★ symbol.

ANNUAL ACTION PLAN

The Annual Action Plan 2021-22 highlights the projects, initiatives and programs that will take place in the next financial year to address our four-year priorities and provides a detailed breakdown of the 85 actions.

We will report on the progress of the annual action plan quarterly, while the annual report will provide an end of year overview of the City's performance including how we're tracking against the indicators.

Status	Symbol	Number of actions	Comments
On track	■		
Needs improvement	◆		
Off track	⬢		
Off track COVID-19	⚙		
Not yet available	△		
Complete	✓		

STRATEGIC DIRECTION 1
HEALTHY, CARING AND INCLUSIVE COMMUNITY

Desired outcomes

- Our community feels welcome, safe and connected ★
- Our community has equitable access to health and social services, information and infrastructure ★
- Healthy behaviours and environments are promoted, supported and accessible ★

Four-year priorities

1.1 Help our community, recreation groups and volunteers to prosper and grow ★
1.2 Deliver health and community initiatives that are culturally sensitive and accessible across all life stages ★
1.3 Foster and embrace community connectedness ★
1.4 Demonstrate and promote gender equity practices ★
1.5 Foster an inclusive community culture ★
1.6 Facilitate social and affordable housing in Greater Geelong ★
1.7 Provide access to places, spaces and services where and when people need them the most ★
1.8 Strengthen relationships and partnerships with the Aboriginal and Torres Strait Islander communities in Greater Geelong ★
1.9 Support the City's cultural and creative life, history and heritage ★
1.10 Provide facilities that foster and facilitate positive health and wellbeing outcomes ★
1.11 Respond to the findings of the Royal Commissions into aged care and mental health ★

Four-year priority	2021-22 actions
1.1.1	*Develop opportunities for community, groups, clubs and volunteers that builds capacity and capability in governance, leadership and sustainability* ★
1.2.1	*Develop a nutrition toolkit for infants to older adults including a focus on First Nations and culturally and linguistically diverse communities* ★
1.2.2	*Partner with G21 to implement the G21 Healthy Eating and Active Living (HEAL) priority 2021-2025 Regional Plan* ★
1.2.3	*Adopt and implement the City's first Positive Ageing Strategy and co-design an action plan with the community* ★
1.2.4	*Deliver programs and services that improve health and wellbeing outcomes across all life stages in our leisure services* ★
1.2.5	*Develop the 2022-2025 Municipal Early Years Plan to support the wellbeing and development of children and families* ★
1.3.1	*Partner with key stakeholders and community safety networks to develop a community safety framework* ★
1.3.2	*Partner with the Victorian Equal Opportunity and Human Rights Commission to deliver the Reducing Racism Project in response to the increase in racism towards our culturally and linguistically diverse communities through the COVID-19 pandemic* ★
1.4.1	*Partner with Women's Health and Wellbeing Barwon South West and G21 to develop the G21 Respect 2040 plan that will provide a shared vision to address gender equity and the prevention of violence against women* ★
1.4.2	*Implement the Gender Impact Analysis tool across a range of community focused services* ★

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Four-year priority	2021-22 actions
1.5.1	*Implement and report on the fourth year of the Access and Inclusion Action Plan 2018-22 to inform new direction priorities* ★
1.5.2	*Implement an inclusive events tool that promotes inclusive practices for people with a lived experience of a disability and considers all ages, abilities and backgrounds* ★
1.5.3	*Explore a range of opportunities to embed the City's social equity principles across a range of community focused services* ★
1.5.4	*Review the Multicultural Action Plan in partnership with the Multicultural Advisory Committee and key stakeholders* ★
1.6.1	*Implement the City's Social Housing Plan 2020-2041* ★
1.7.1	*Develop agreed policy and standards to guide the delivery of all social infrastructure in a manner consistent with our social equity and sustainability principles* ★
1.7.2	*Implement recommendations from the Vital Communities Social Research Project and Gender COVID Impact Analysis* ★
1.7.3	*Continue to advocate for funding to deliver the Northern Aquatic and Community Hub* ★
1.8.1	*Evaluate and report on the Reflect Reconciliation Action Plan and commence development of the Innovate Reconciliation Action Plan* ★
1.8.2	*Partner with Wathaurong Aboriginal Cooperative to review the Closing the Gap agreement and targets* ★
1.9.1	*Progress business cases for the improvement and transformation of three of the City's cultural venues - the Potato Shed, National Wool Museum and Geelong Gallery* ★
1.9.2	*Prepare a First Nations Heritage Grant program to fund the identification, conservation and promotion of Aboriginal heritage places* ★
1.10.1	*Progress the design and construction of the Armstrong Creek West Child and Community Hub* ★
1.10.2	*Progress the design and construction of the Northern Bellarine Aquatic Centre* ★
1.10.3	*Review and update the Social Infrastructure Plan, with particular regard to the needs of young people and early years services* ★
1.10.4	*Upgrade an existing fenced dog park located at Stead Park, Corio and deliver a new fenced dog park located in Rennie Street, Lara*
1.11.1	*Provide a briefing on the impact of Federal government response to the findings of the Aged Care Royal Commission and next steps for the role of local government* ★
1.11.2	*Provide a briefing on the impact of State government response to the findings of the Mental Health Royal Commission and next steps for the role of local government* ★

LINKS TO THE CLEVER CREATIVE VISION







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STRATEGIC DIRECTION 2
SUSTAINABLE GROWTH AND ENVIRONMENT

Desired outcomes

- We are delivering our vision for sustainable growth across the municipality
- We have a choice of housing and lifestyles to meet the diverse needs of our community ★
- There are connected transport networks throughout the region that support liveability and prosperity ★
- Greater Geelong has quality, vibrant public spaces ★
- We are leading a reduction in community emissions and are increasing the City's resilience to climate change impacts ★
- We protect and restore our natural environment ★
- We minimise waste with good design and manage effective recovery of resources

Four-year priorities

2.1 Meet the housing needs of our future community ★
2.2 Meet existing and future transport needs ★
2.3 Create engaging places and spaces ★
2.4 Deliver best practice Environmentally Sustainable Design principles and vibrant neighbourhoods
2.5 Achieve carbon neutral in all City-managed operations by 2025 and manage our climate change risks ★
2.6 Support our community and region to reduce emissions and build resilience to climate change ★
2.7 Reduce the impact of waste ★
2.8 Support greater indigenous biodiversity ★

Four-year priority	2021-22 actions
2.1.1	*Prepare the Elcho Road East and Creamery Road Precinct Structure Plans*
2.1.2	*Adopt an updated Municipal Heritage Strategy*
2.1.3	*Deliver program of Structure Plans and Urban Design Frameworks to facilitate housing supply* ★
2.1.4	*Finalise a long-term settlement boundary for urban Geelong*
2.2.1	*Complete improvement works and address trail and network gaps as identified by the Shared Trails Masterplan* ★
2.2.2	*Build the Better Bike Connections - Southern Link stages 1 and 2 to link Waurn Ponds to Central Geelong* ★
2.2.3	*Engage with key stakeholders in the development of the draft Integrated Transport Plan, to improve integration of all modes of transport including active transport* ★
2.2.4	*Adopt the Central Geelong Parking Strategy*
2.2.5	*Implement the Armstrong Creek Land Acquisition Program*
2.3.1	*Commission new public art assets to develop the City's outdoor collection* ★
2.3.2	*Plant more trees through the Urban Forest Strategy and create opportunities for community planting* ★
2.3.3	*Work with the Department of Environment, Land, Water and Planning to deliver the Central Geelong Framework Plan*
2.3.4	*Landscape the public space on the corner of Gheringhap and Malop Streets as part of the Revitalising Central Geelong Action Plan Green Spine project*

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Four-year priority	2021-22 actions
2.4.1	*Develop best practice Environmentally Sustainable Design Action Plans for the first two precincts in the Northern and Western Geelong Growth Areas*
2.4.2	*Review the City's Sustainable Building Policy to ensure best practice standards for new buildings, renovations and retrofitting, and maintenance and minor works*
2.4.3	*Review the Environmentally Sustainable Design Local Planning Policy for new developments for opportunities to strengthen the breadth of the application of the policy*
2.5.1	*Identify actions to achieve the City's emissions reduction targets and manage climate-related risks through development of the Climate Change Response Plan* ★
2.6.1	*Outline how the City will support the community and business to reduce the risks that climate change poses to community health and wellbeing and infrastructure through the Climate Change Response Plan* ★
2.6.2	*Design a framework for the community climate action strategic partnerships funding*
2.6.3	*Upgrade to LED street lighting with smart control technology* ★
2.6.4	*Deliver a regional Integrated Water Management Strategy with key stakeholders including Barwon Water and Corangamite Catchment Management Authority* ★
2.7.1	*Implement a pilot food waste collection service for residents* ★
2.7.2	*Collaborate with Barwon Water, G21 councils and Wyndham City Council to develop an organic waste processing facility to support the circular economy*
2.8.1	*Adopt a Biodiversity Strategy to protect and restore the natural environment* ★
2.8.2	*Adopt and commence implementation of a master plan to protect and restore the Sparrovale Wetlands Reserve* ★
2.8.3	*Work with the Federal and State Governments to deliver the Biodiversity Conservation Strategy for the Northern and Western Geelong Growth Areas* ★

LINKS TO THE CLEVER CREATIVE VISION



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STRATEGIC DIRECTION 3
STRONG LOCAL ECONOMY

Desired outcomes

- We have a global, national and local reputation as a place to do business – especially in our key sectors
- We have a diversified, future-focused and sustainable economy to drive employment and support growth
- We are an influential Council that builds effective private and public partnerships, taking the lead role in advocating for future investment

Four-year priorities

3.1 Attract and facilitate public and private investment
3.2 Promote and leverage the competitive strengths and attractiveness of our region, globally, nationally and locally
3.3 Support entrepreneurs, start-ups, innovation, research and digital connectivity ★
3.4 Attract businesses with a carbon neutral and circular economy focus
3.5 Support local business resilience and recovery from the impacts of the COVID-19 pandemic ★
3.6 Attract, retain and enable participation in the workforce to meet industry needs ★
3.7 Address high levels of unemployment in targeted areas of our region ★
3.8 Promote our region as a trial location for innovation and new technologies

Four-year priority	2021-22 actions
3.1.1	*Develop and implement an advocacy plan for major infrastructure investment with our stakeholders*
3.1.2	*Ensure there is diversity of employment land to meet forecast growth and attract investment*
3.1.3	*Prepare the Moolap Coastal Strategic Framework Plan*
3.2.1	*Develop the City's 10-Year Economic Development Plan to support the ongoing socio-economic prosperity of the region* ★
3.2.2	*Lead Geelong's UNESCO City of Design Designation and implement actions that support our commitment to the UNESCO's Creative Cities Network*
3.2.3	*Implement the Geelong Major Events Strategy to ensure Geelong is positively recognised globally for hosting accessible and inclusive major events of an international standard*
3.2.4	*Adopt and commence implementation of the Arts and Cultural Strategy to support our creative industries*
3.2.5	*Adopt a tourism destination masterplan focused on a ten-year planning horizon to update the Tourism Development Plan in partnership with the Tourism industry (Tourism Greater Geelong and the Bellarine)*
3.2.6	*Provide publicly accessible external urban space around the site of the proposed Geelong Convention and Exhibition Centre which is safe, attractive and designed considering the needs of people of all ages, abilities and backgrounds*
3.2.7	*Develop and implement a place brand for the region*
3.3.1	*Implement the Smart Cities Framework to support the City's objectives in business support innovation, research and digital connectivity and consideration of community connectivity, particularly in the northern suburbs* ★
3.4.1	*Develop and implement business programs to support the circular economy in partnership with state government*

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Four-year priority	2021-22 actions
3.5.1	*Deliver support programs to our business community to assist recovery and adapt to the effects of the COVID-19 pandemic*
3.5.2	*Implement second hour free parking in 2P parking zones in central Geelong*
3.6.1	*Implement actions from the Vital Communities (including Regional Industry Sector Employment) program that support employment pathways to address Geelong's disadvantaged areas* ★
3.7.1	*Develop a structured program and process to enable innovative ideas and solutions, for Council consideration and action*

LINKS TO THE CLEVER CREATIVE VISION



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STRATEGIC DIRECTION 4
HIGH-PERFORMING COUNCIL AND ORGANISATION

Desired outcomes

- Our services are accessible and meet the diverse needs of our community ★
- We are acknowledged and recognised as a leading council and organisation
- We have a healthy, safe, inclusive and diverse culture ★
- We are a financially sustainable and resilient organisation

Four-year priorities

4.1 Enable a customer-focused approach that delivers efficient and responsive service
4.2 Communicate and engage effectively with our community to understand their needs and advocate on their behalf ★
4.3 Deliver on our community's most important needs for infrastructure and services
4.4 Continue to strengthen our workplace culture ★
4.5 Create a more efficient and effective organisation
4.6 Ensure that our employees are safe at work ★
4.7 Focus on financial sustainability

Four-year priority	2021-22 actions
4.1.1	*Implement the City's Customer Experience Strategy*
4.1.2	*Implement the City's Digital Modernisation Project to improve our digital capability* ★
4.2.1	*Implement the City's Community Engagement Policy with a focus on hard to reach communities* ★
4.2.2	*Continue to embed Youth Council and the Councillor Connect Mentoring Program as an opportunity for the voice of Geelong's youth to be considered in decision-making of the Council* ★
4.3.1	*Advocate on behalf of the community to secure funding and policy change to deliver on key / priority infrastructure and services*
4.3.2	*Divest surplus assets to invest in the development and renewal of community infrastructure* ★
4.3.3	*Review the City's services to ensure they meet existing and emerging community needs in line with our organisational strategy* ★
4.4.1	*Implement the Diversity and Inclusion Road Map with the City's social equity principles embedded* ★
4.4.2	*Transform our workplace culture through delivery of our Working Better Together program* ★
4.4.3	*Implement a campaign for employees aimed at increasing awareness and uptake of volunteering in the local community* ★
4.5.1	*Deliver the City's new civic precinct, Wurriki Nyal*
4.5.2	*Deliver the City's Future Ways of Working program*
4.5.3	*Implement the City's Sustainability Framework to create a culture of sustainable practice in our organisation*
4.6.1	*Deliver the City's organisation wide risk register*
4.6.2	*Increase employee engagement and communication messages on physical and mental health, and safety in the workplace* ★
4.7.1	*Deliver on efficiency targets and identify areas for investment in sustainable cost savings considering total cost of ownership*

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Attachment 5



THE CITY OF
GREATER GEELONG

2021-22 TO 2024-25 BUDGET

FOR ADOPTION

CITY OF GREATER GEELONG

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Disclaimer

The information contained in this document is for general guidance only. It is not professional advice and should not be used, relied upon or treated as a substitute for specific professional advice. Given the changing nature of laws, rules and regulations, and the inherent hazards of electronic communication, there may be delays, omissions or inaccuracies in information contained in this document.

The model budget, including financial statements, has been prepared in accordance with the requirements of the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020. While every effort has been made to ensure that the information contained in this document has been accurate and complies with relevant Victorian legislation, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.

A MESSAGE FROM THE MAYOR AND CEO

Developed against the backdrop of the most challenging year in living memory from both a social and financial standpoint, City of Greater Geelong Councillors and the organisation's officers have aimed to strike a delicate balance with our 2021-22 Budget.

Having acknowledged that large ongoing deficits will not be sustainable, it was essential that we produce a budget that is, first and foremost, fiscally responsible.

At the same time, as we seek to support both our region's ongoing recovery from the COVID-19 pandemic and Greater Geelong's rapid population growth, continued investment in community services and new facilities and infrastructure is equally vital.

On both fronts, we are confident this budget meets our aims.

It has been informed by and developed in close consultation with our new four-year strategic blueprint – 'Our Community Plan 2021-25' – to ensure that it is aligned to the Council's strategic priorities.

These are:

1. **Healthy, caring and inclusive community**
2. **Sustainable growth and environment**
3. **Strong local economy**
4. **High-performing Council and organisation**

To help us address these priorities, we are again continuing the recent trend of record capital infrastructure investment, this time of $209 million.

Through our forward planning, we are budgeting that this figure will reach a combined $728 million across the four-year duration of this Council's term.

This ongoing and unprecedented level of investment will allow us to deliver new and upgraded facilities essential to sustainable growth, a strong local economy, and above all a healthy and happy community.

Shared trails, aquatic facilities, community centres, arts and culture and public open space improvements all feature heavily in the budget, with a focus on directing investment to where it is needed.

We have budgeted for an $8.1 million operating deficit for the coming financial year, but importantly, we are forecasting a return to surplus in 2022-23.

The deficit for 2021-22 is due in part to carry-over impacts of the pandemic on our operations, along with the inclusion of further unique and creative responses aimed at accelerating Greater Geelong's pandemic recovery.

The total rate revenue rise will be 1.5 per cent – our lowest on record and below CPI – including a freeze on the average commercial rates payable in 2021-22.

In addition, we have chosen to support the community by freezing many fees and charges at pre-pandemic levels, and minimising increases where a rise was unavoidable.

We are committed to steering Greater Geelong towards a financially, environmentally and socially sustainable future, and to meeting the goals in ‘Our Community Plan 2021-25’.

By doing this, we can make significant progress towards ultimately achieving the community’s 30-year clever and creative vision.



CR STEPHANIE ASHER
Mayor



MARTIN CUTTER
Chief Executive Officer

EXECUTIVE SUMMARY

This is Council's first four year budget that will be updated on an annual basis. The 2021-22 Budget has been developed in line with Council's commitment to sustainable budgeting and responsible financial management. The Budget aims to continue Council's commitment to support our community through its recovery from the COVID-19 pandemic, whilst focusing on investments in services and infrastructure in a financially responsible way.

The first year of the Budget, still sees Council with an underlying operating deficit of ($8.1 million), with some services showing an ongoing impact from the pandemic. Council has continued to support the community through capping overall rate increases to 1.5%, in line with the State Government's rate cap, as well as limiting where possible fees and charges increases.

The City of Greater Geelong continues to manage both the ongoing challenges presented by the pandemic and the continued period of tremendous growth in the region, with high demand for services and infrastructure. Council will continue to play a key role in leading and supporting the community through the future challenges that will arise.

The combined impact from population growth, diversified industries, the recycling crisis, balancing the need for new infrastructure while maintaining existing infrastructure, and delivery of services remain priorities for Council. These priorities reinforce the need for the City to sustainably manage its finances.

Key outcomes from this budget include:

- A strategic and community-led approach to the prioritisation and development of community infrastructure, that aids recovery in the region.
- A focus on asset renewal investment and key heritage assets, with increased renewal expenditure.
- Responding to growth and future planning and balancing these with the immediate priorities in the community.
- An investment in organisational productivity improvement, including the City's Civic Precinct and Digital Strategy.

The 2021-22 Budget has been developed with five key fiscal objectives:

1. Council has maintained operating surpluses in the past and is committed to maintaining operating surpluses in future years in order to contribute internal funding for the capital works program.
2. Growing infrastructure renewal expenditure, while increasing expenditure on new community infrastructure.
3. Maintain net financial liabilities at a sustainable level and maintain adequate liquidity levels.
4. Maintain funding of service delivery consistent with community needs.
5. Investment in sustainable initiatives that improve our environment and reduce our costs to service the community's needs.

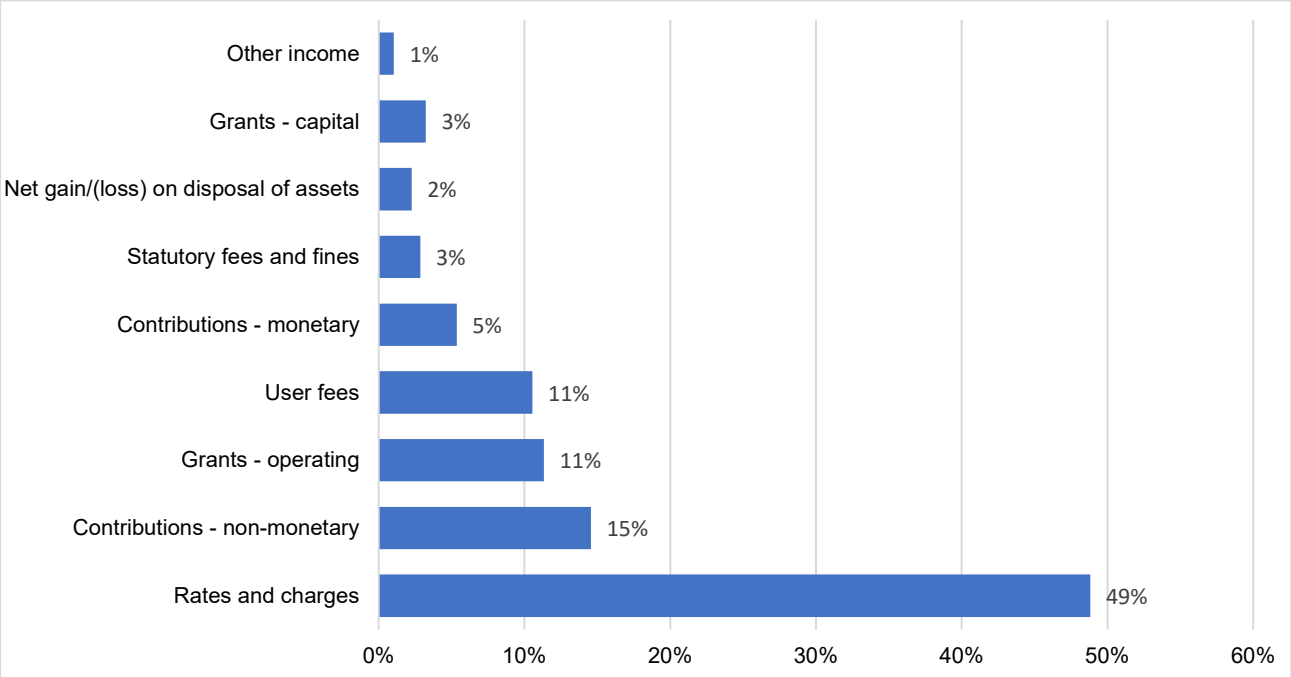
Financial Snapshot

	2020-21 Forecast ($'000)	2021-22 Budget ($'000)	Movement %
Total Income	515,184	549,642	7%
Total Expenditure	389,285	418,144	7%
Underlying Operating Surplus/ (Deficit)	(8,190)	(8,065)	2%
Cash result	(1,124)	2,799	349%
Capital Works Program (net)	170,943	205,040	20%
Funding the Capital Works Program			
Grants	22,039	17,793	-19%
Contributions	34,471	29,412	-15%
Council	69,433	75,538	9%
Borrowings	45,000	82,298	83%

1. INCOME AND EXPENDITURE

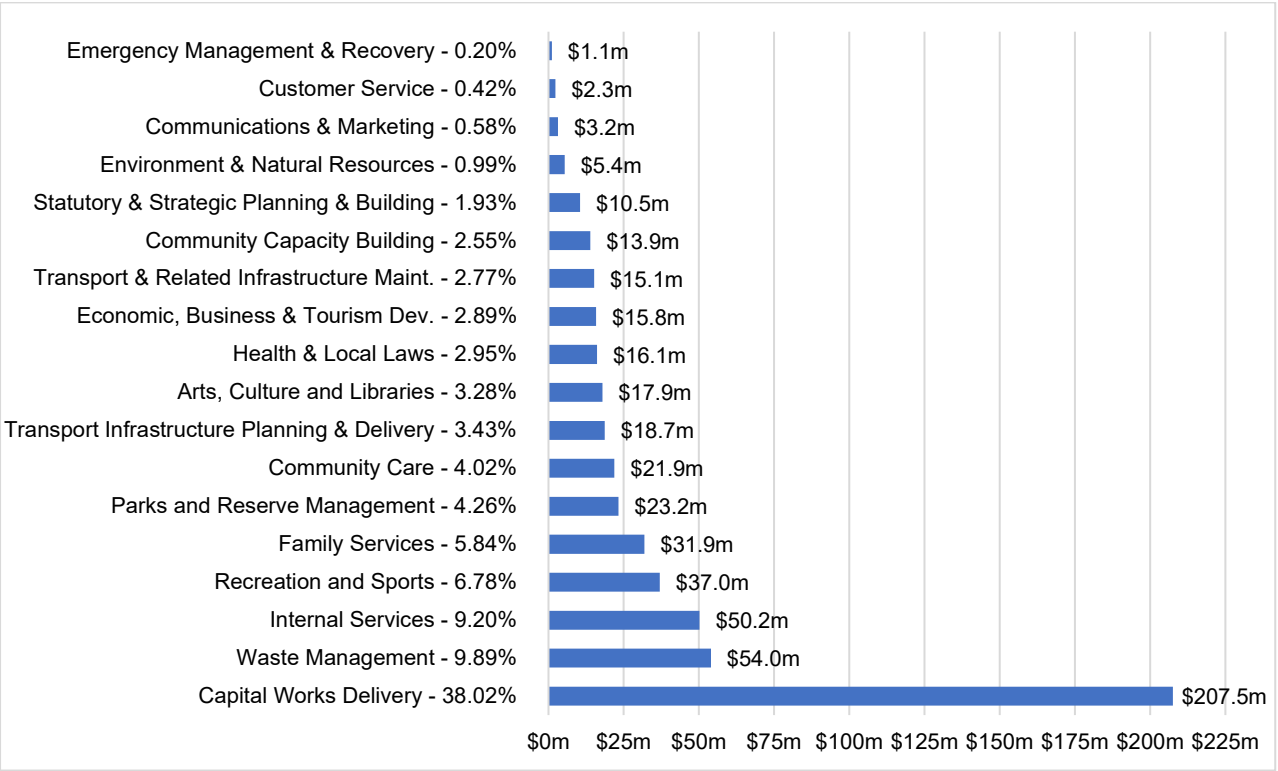
1(a) Breakdown of Total Comprehensive Income

The City receives income from a variety of sources from rates, capital and operating grants, statutory fees and fines and contributions from developers.



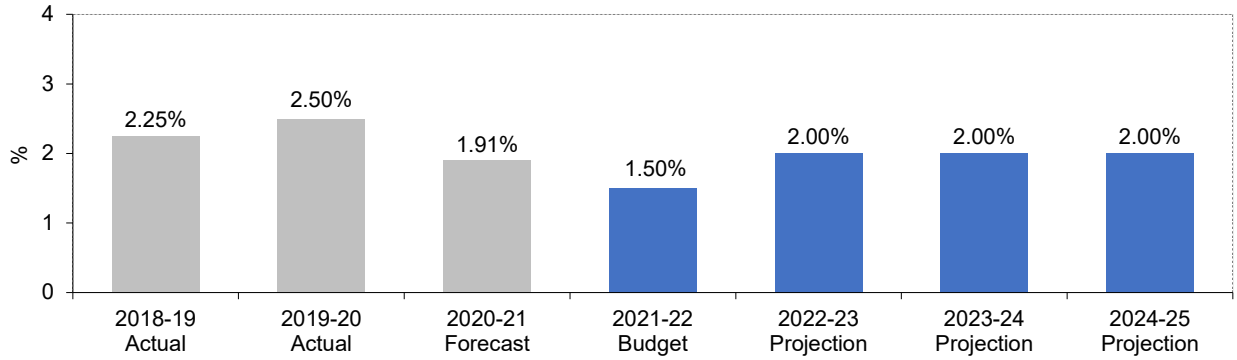
1(a). Breakdown of where our money goes

In 2021-22 the City will allocate $545.8m expenditure (total expenses $418.4m less non cash items $77.3m plus capital project expenditure $205.0m) across the main services that it delivers. The chart below shows gross expenditure allocated to each service area.



2. REVENUE AND RATES

2(a). Rate Increases



Rate revenue is 49% of total comprehensive income and 65% of recurrent revenue. The increase in average rates in 2021-22 has been contained to 1.5%, which is aligned to the rate cap. Excluded from the rate cap calculation is the waste collection service charge.

Future year rate increases are assumed to be 2.00% in the absence of any forward planning guidance from the Minister for Local Government. This assumption will be subject to future announcements on an annual basis.

2(b). Average Residential Rates

Residential Movement	2020-21 Budget Rates on Avg. CIV $	2021-22 Budget Rates on Avg. CIV $	Movement ($)	Movement (%)
Residential Capital Improved Value	550,862	583,262		
Rates (CIV x Rate in $)	1,312.12	1,334.95		
Total Rates	**1,312.12**	**1,334.95**	**22.83**	**1.7%**
Waste Collection Service	360.95	396.35	35.40	9.8%

The average movement in residential rates is $22.83 or a 1.7% increase for the 2021-22 year. The separate waste collection service charge includes the impact of higher cost waste collection and recycling processing operations together with EPA levy increase. The Landfill EPA levy will rise to $105.90/tonne, equivalent to $56.88 per waste collection service charge. This is an increase of $40/tonne or $23.22 to the waste collection service charge.

The 2021-22 rate notices will include the 2021 valuations, where the average residential valuation increase was 8.8% with the rate in the dollar adjusted accordingly. However, where the residential property valuation has increased by greater than the average, then the increase in rates will be greater than the $22.83 applicable to the average property.

The rates and charges for individual residential properties will increase or decrease by different percentage amounts dependent on whether the valuation of the property is higher or lower relative to the average valuation of other residential properties in the municipality.

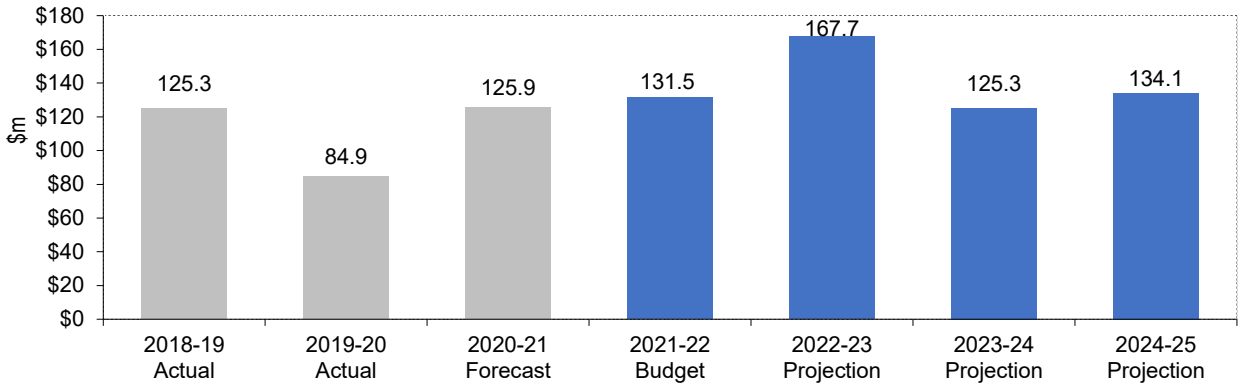
The City exercises discretion in the setting of differential rates to increase one differential higher than the rate cap relative to others Council plans to reduce the relativity between Industrial, Commercial and Residential over the long term. However in 2021-22 Council proposes to maintain average commercial rates payable to the same level as 2020-21.

3. RESULTS

3(a). Total Comprehensive Result

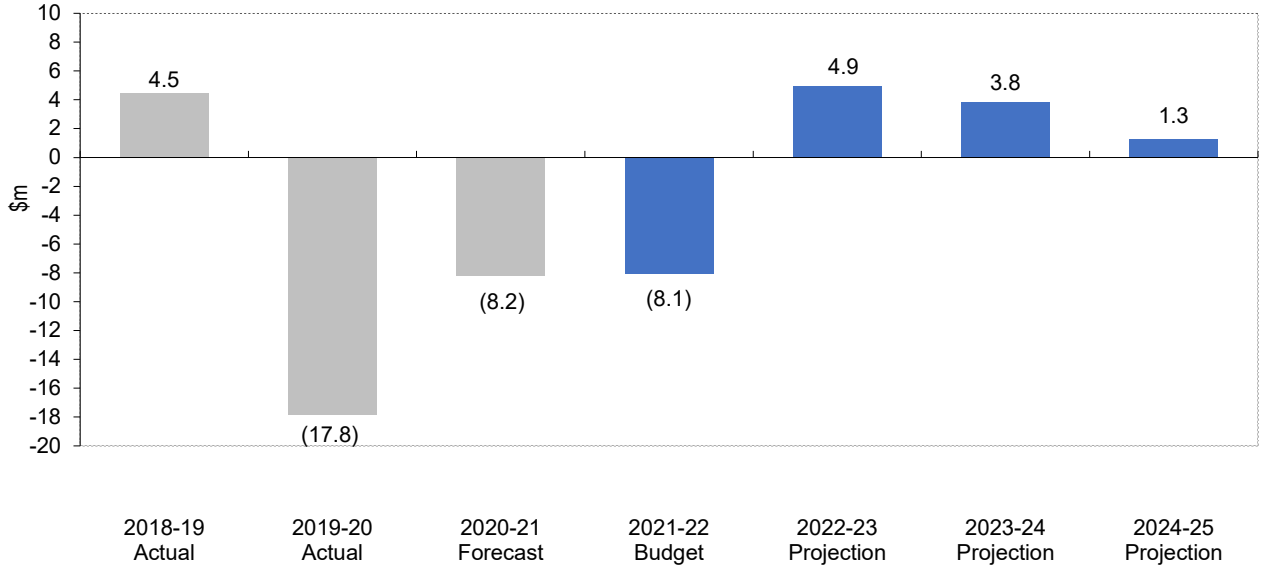
The 2021-22 budget shows a surplus of $131.5m, an increase of $5.6m over the 2020-21 forecast result. The total comprehensive result comprises the underlying operating result (-$8.1m) plus monetary and non-monetary contributions from developers of $29.4m and $80.0m respectively, capital grants income of $17.8m and gain on asset disposal of $12.4m.

The movement in the year-on-year result is largely due to improved user fees +$19.9m, gain on asset sales +$17.3m and rates and charges +$9.8m, offset by increased material and services expenditure ($12.7m), employee costs ($9.7m) lower grants income and contributions ($15.8m).



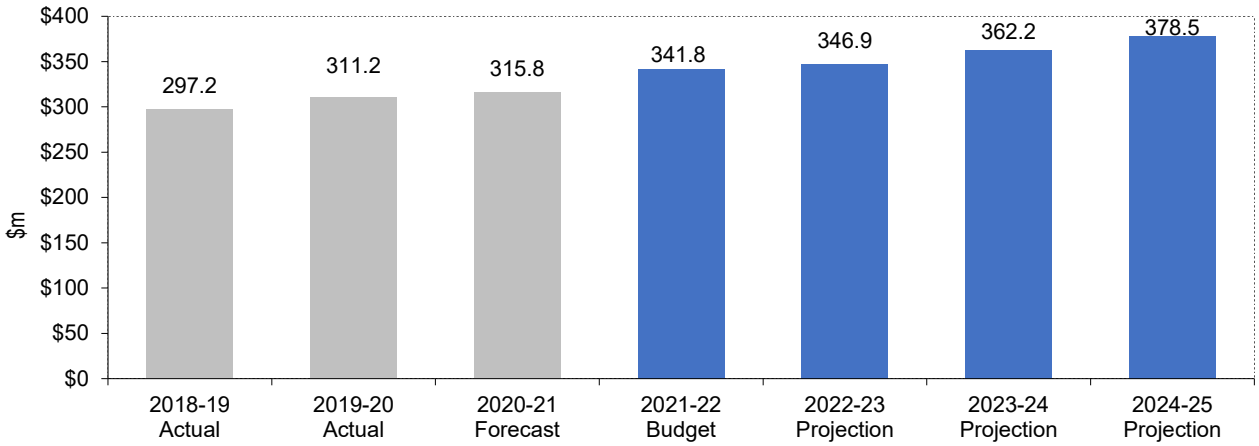
3(b). Underlying (Recurrent) Operating Result

The total underlying result is a deficit of ($8.1m) for the 2021-22 financial year. The result is still showing impacts from the COVID19 pandemic where some services are yet to return to full revenue capacity, driving lower revenues in 2021-22. In the longer term plan the operating result is returning to surplus positions to reflect financially sustainable measures.



4. SERVICES

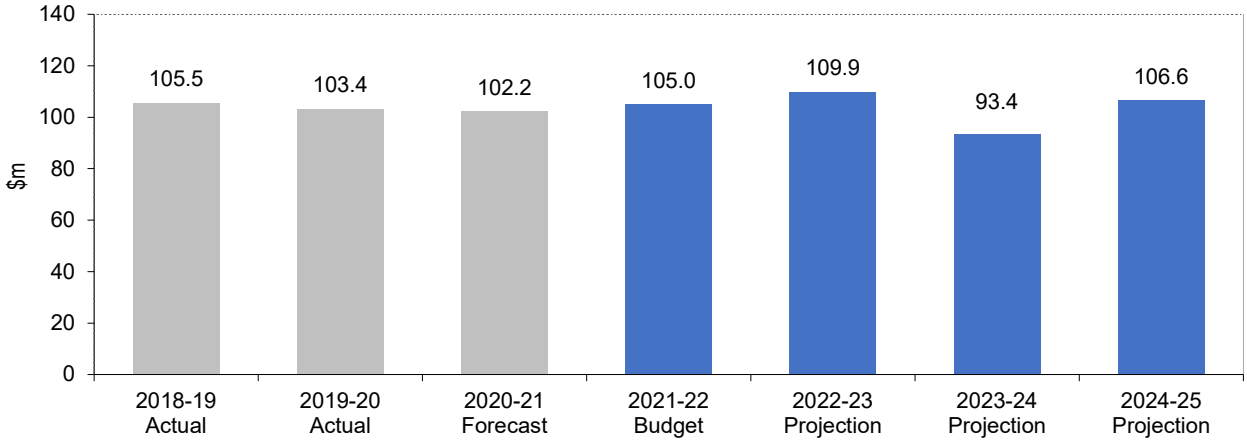
The cost of services delivered to the community for the 2021-22 year is expected to be $341.8m which is an increase of $26.1m over the 2020-21 forecast. A key influencing factor in the development of the 2021-22 budget has been the maintenance of existing service funding levels and the inclusion of other agreed community funding increases.



*Total Service Cost (recurrent expenditure less depreciation and amortisation).

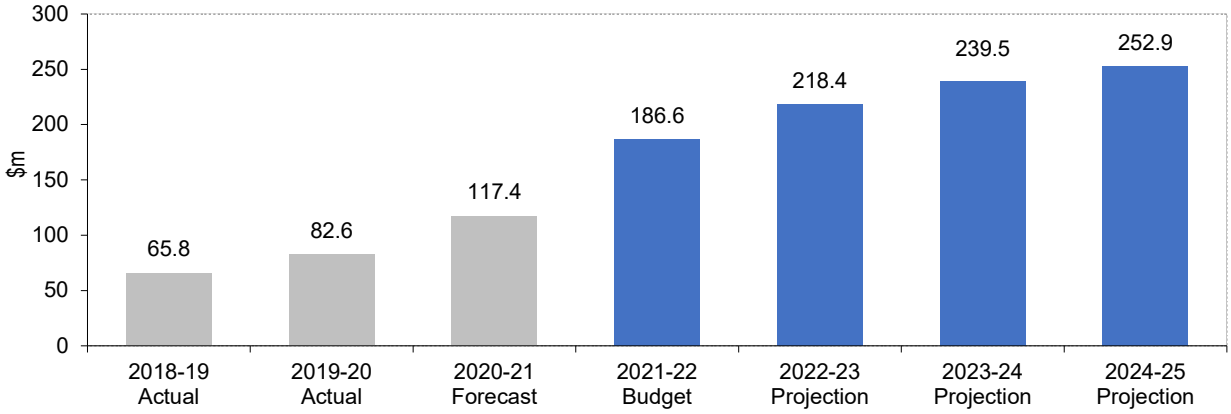
5. CASH & INVESTMENTS & BORROWINGS

5(a). Cash & Investments



Cash on hand at June 2022 is expected to be $105.0m. Cash and liquidity levels have dropped during over the past two financial years as a result of the operating losses sustained during the COVID-19 pandemic. Projections show cash and liquidity growing throughout the plan as services and income streams return to normal operating levels.

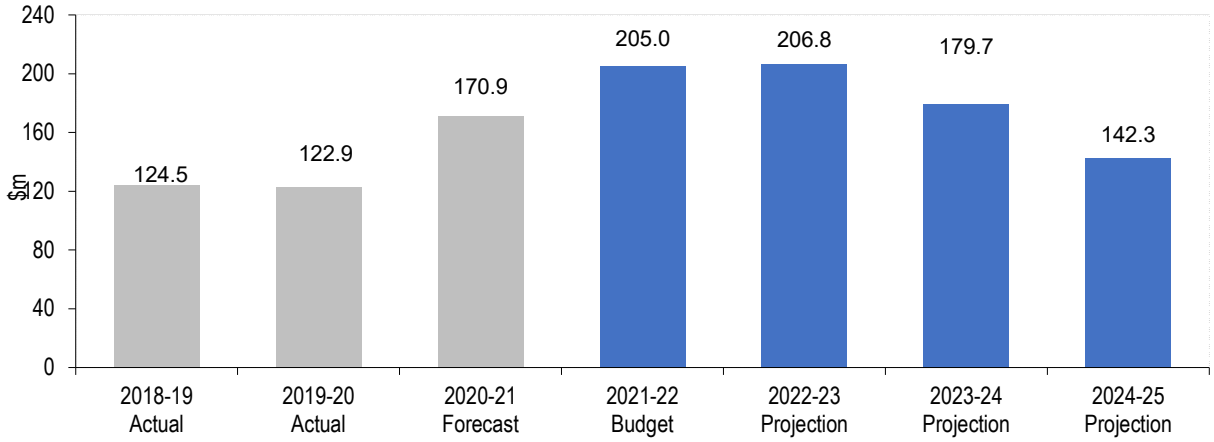
5(b). Loan Borrowings Balance



Total new borrowings for 2021-22 are expected to be $82.3m ($22.3m of which are carried over from prior years). This will result in a closing loan balance of $186.6m at 30 June 2022. New borrowings will fund developer contribution projects, the civic accommodation precinct, LED streetlighting, digital modernisation project, Leisurelink 50m pool replacement, design and construction of the North Bellarine Aquatic Centre and other community services infrastructure. The proposed June 2022 cash balance is adequate to meet our short term obligations.

6. CAPITAL WORKS

6(a). Capital Works Expenditure



The City will be delivering the largest capital program in its history over the next two financial years, which will help stimulate the regions recovery from the pandemic crisis.

Expenditure for the 2021-22 year is proposed at $205.0m including a net carryover of ($3.6m). Excluding carryover, the capital expenditure program will deliver $208.6m in key funding for core programs, ageing infrastructure, a range of recreation and leisure projects, community facilities and completion of 2020-21 projects.

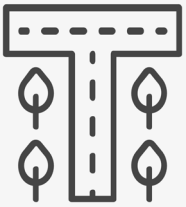
The capital works program is summarised by project category and by classification as renewal, upgrade or new projects.

6(b). Capital Works Expenditure by Type



$69.4m

Buildings



$41.0m

Roads, footpaths, kerb and channel and drains



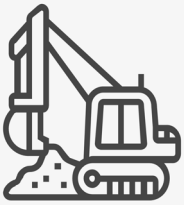
$28.9m

Land acquisitions



$31.4

Parks, sporting and recreation facilities



$12.9m

Plant & equipment



$7.9m

Streetscapes



$6.5m

Other



$10.6m

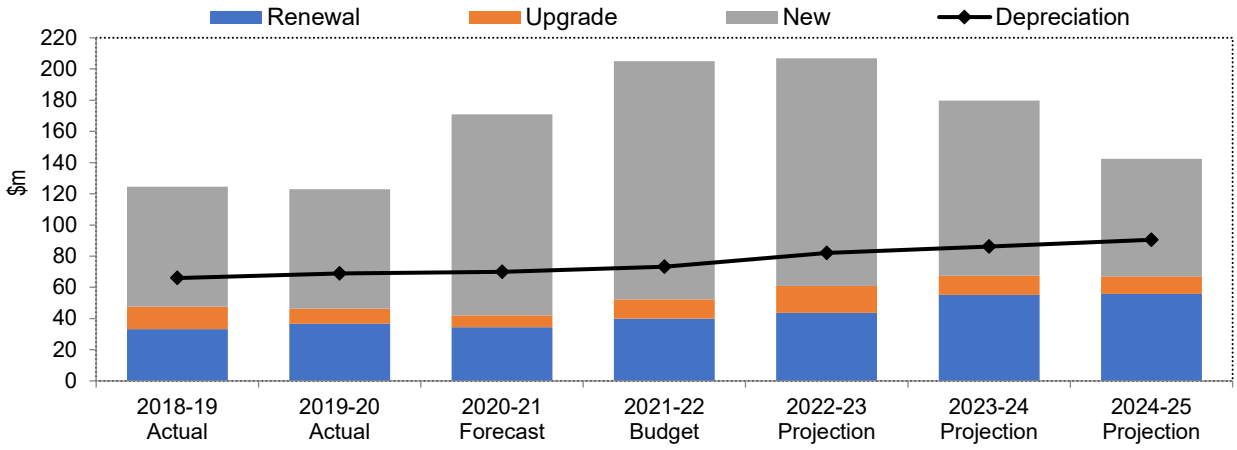
Community Facilities

6(c). Capital Spend by Classification

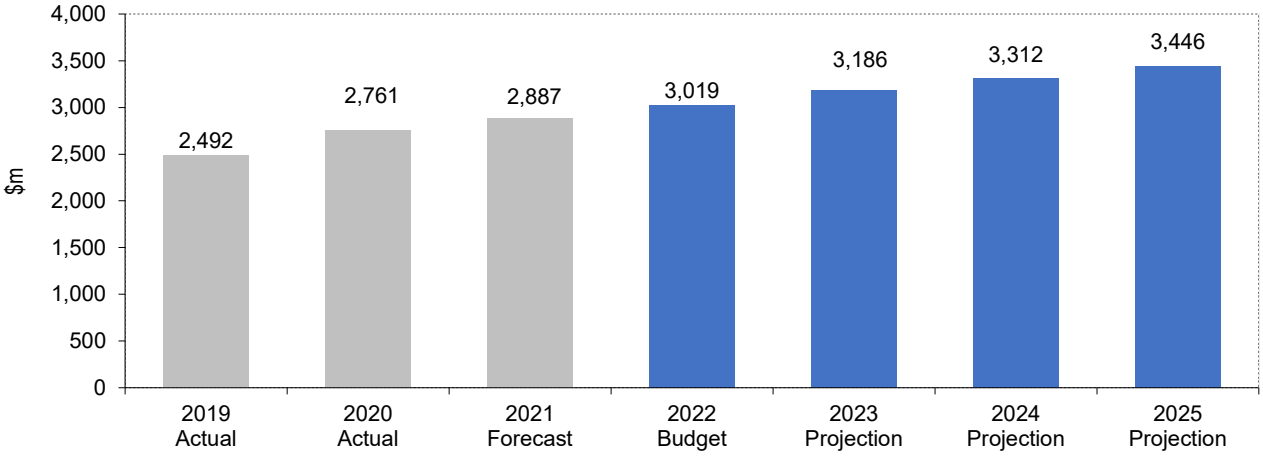
The graph below highlights the ratio of renewal and upgrade expenditure to depreciation.

The percentage of renewal / upgrade capital expenditure is a long term indicator. The trend indicates that the City is allocating further resources to renewal / upgrade capital expenditure during the projected period.

A key driver of the investment in new infrastructure is growth across the municipality and the civic precinct building, that is being constructed across the 2020-21 and 2021-22 years.



7. NET ASSETS



Net assets (net worth) will increase by $131.5m to $3,018.6m with property plant and equipment increasing by $183.2m, net current assets increasing by $14.2m and loan borrowings net of repayments increasing by $69.1m.

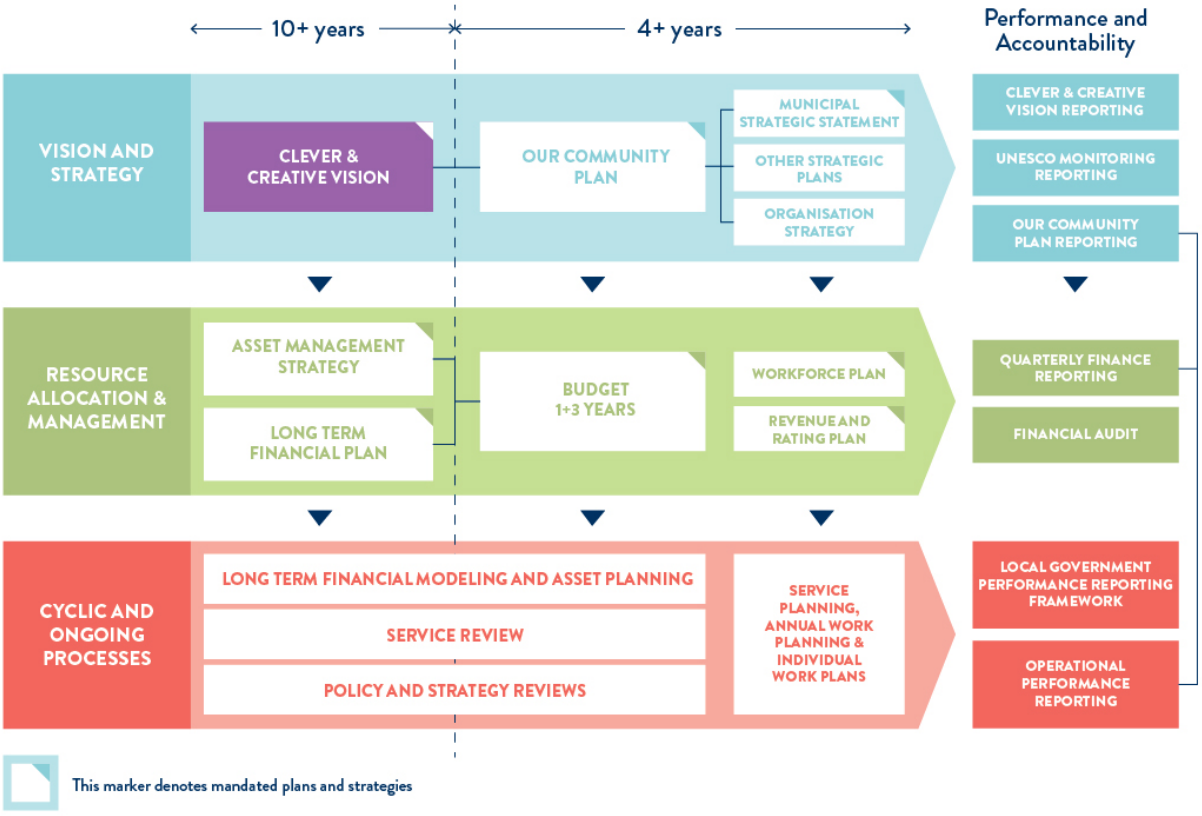
1. INTEGRATED PLANNING AND REPORTING FRAMEWORK

This section describes how the Budget links to the achievement of the Community Vision and Our Community Plan within an overall integrated planning and reporting framework. This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision and Financial Plan), medium term (Our Community Plan, Workforce Plan, and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report). The timing of each component of the framework is critical to the successful achievement of the planned outcomes.

1.1 Legislative planning and accountability framework

This is the first time we have set a 4-year budget that will be updated annually. The Budget outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in Our Community Plan.

The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



The timing of each component of the integrated planning and reporting framework is critical to the successful achievement of the planned outcomes.

1.1.2 Key planning considerations

Service level planning

Although councils have a legal obligation to provide some services — such as animal management, local roads, food safety and statutory planning —most council services are not legally mandated, including some services closely associated with councils such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change. Therefore, councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations.

Community consultation needs to be in line with the Council's adopted Community Engagement Policy and Public Transparency Policy.

1.2 Our purpose

Our 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.

The community-led 30-year vision, Greater Geelong: A Clever and Creative Future, was developed in 2016 following a considerable deliberative engagement process which captured the voices of over 16,000 community members.

GREATER GEELONG

A CLEVER and CREATIVE FUTURE

Our Purpose

Working together for a thriving community

Our Values

Respect & encourage each other

Embrace new ideas and better ways to work

Create a healthy and safe environment for all

Make people the centre of our business

2. SERVICES AND SERVICE PERFORMANCE INDICATORS

This section provides a description of the services and initiatives to be funded in the Budget for the 2021-22 year and how these will contribute to achieving the strategic directions outlined in the *Our Community Plan 2021-25*. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. Council is required by legislation to identify major initiatives, other initiatives and service performance outcome indicators in the Budget. For transparency and accountability, progress against major initiatives and service performance outcome indicators will be reported as part of Council's Annual Report.

2.1 Strategic Directions

Our Community Plan 2021–25 is the key plan of the Greater Geelong City Council. It tells our community what our Councillors are aiming to achieve during their four-year term.

All newly elected councils in Victoria are required to develop a council plan and municipal public health and wellbeing plan following council elections. This year, we've incorporated our municipal public health and wellbeing plan into our council plan.

We've done this because the health and wellbeing of our community is central to everything we do – whether it's supporting economic growth in our region, creating new opportunities for social connection or putting in place safeguards to encourage sustainable development.

The plan will guide decisions about policy, programs, services, resources and performance, to ensure the social, economic and environmental sustainability of our region. While the plan is for four years, it will be supported by an annual action plan and budget.

The four strategic directions we've chosen to guide us are as follows:

- Healthy, caring and inclusive community
- Sustainable growth and environment
- Strong local economy
- High-performing Council and organisation.

2.2 Strategic Direction 1: Healthy, caring and inclusive community

A healthy community is one where everyone has the opportunity to experience their best possible health and wellbeing.

As our health and engagement data shows, there are some pressing issues impacting the health and wellbeing of our local community, including mental health issues and the impacts of climate change.

We recognise community wellbeing and social equity as a key priority in our *Sustainability Framework 2020*. This plan emphasises the importance of supporting our community to adopt sustainable practices for health now and in the future.

We cannot address these significant and complex challenges alone because it requires a whole-of-community approach to create a lasting impact that will benefit everyone equally.

Working alongside other stakeholders and community groups, our role is to deliver liveable and accessible places, promote active and healthy lifestyles at every stage of life, deliver services and programs more equitably and support people to stay connected with others in their local community. We also need to create an environment where everyone feels welcome and valued for their unique contribution – regardless of age, ability, gender, cultural background, geographic location or income status.

The four-year priorities we will focus on to help achieve our desired outcomes are:

- Help our community, recreation groups and volunteers to prosper and grow
- Deliver health and community initiatives that are culturally sensitive and accessible across all life stages
- Foster and embrace community connectedness
- Demonstrate and promote gender equity practices
- Foster an inclusive community culture
- Facilitate social and affordable housing in Greater Geelong
- Provide access to places, spaces and services where and when people need them the most
- Strengthen relationships and partnerships with the Aboriginal and Torres Strait Islander community in Greater Geelong
- Support the City's cultural and creative life, history and heritage
- Provide facilities that foster and facilitate positive health and wellbeing outcomes
- Respond to the findings of the Royal Commissions into Aged Care and Mental Health

Services

Service area	Description of services provided		2019-20 Actual $'000	2020-21 Forecast $'000	2021-22 Budget $'000
Community Care	Provides a range of home care services to older people which meet and support both client's and their carer's needs, based on referral information received, assist older people to retain or regain skills that enable them to continue to live independently in their community, align provision of these services with program funding and guidelines.	*Inc*	17,682	19,543	21,192
		Exp	19,994	20,171	21,918
		Surplus / (deficit)	(2,312)	(628)	(726)
Connected Communities	Works closely with young people, older people, people with a disability, community groups, sporting clubs and volunteers to enhance connection and participation in community life and to improve access to programs, services and facilities.	*Inc*	1,370	1,059	1,580
		Exp	5,591	5,771	6,602
		Surplus / (deficit)	(4,221)	(4,712)	(5,022)
Family Services	Responsible for planning, developing and direct service delivery of services to families with young children including maternal and child health services, contract management of the public immunisation service, early childhood education and care services, supported playgroups and parenting programs.	*Inc*	21,358	24,372	26,315
		Exp	27,417	28,265	31,886
		Surplus / (deficit)	(6,060)	(3,893)	(5,572)
Healthy Communities	Creating opportunities to improve social and health equity by working with our communities and leading a whole of organisation approach.	*Inc*	91	100	47
		Exp	2,331	2,902	2,847
		Surplus / (deficit)	(2,241)	(2,802)	(2,800)
Leisure & Recreation Services	Provides facilities and centres that offer a diverse range of opportunities to the community for sporting, recreational, educational, wellness and social opportunities.	*Inc*	14,854	7,732	18,000
		Exp	23,699	18,548	28,207
		Surplus / (deficit)	(8,845)	(10,816)	(10,207)
Social Planning & Investment	Responsible for providing a policy and planning capability, combined with good stakeholder and community engagement skills, to ensure an integrated approach to the delivery of social infrastructure across the City.	*Inc*	-	-	-
		Exp	2,679	2,953	3,309
		Surplus / (deficit)	(2,679)	(2,953)	(3,309)
Health & Local Laws	Responsible for implementing protection and prevention programs that provide for a healthy, safe and harmonious environment for our community.	*Inc*	13,141	9,400	17,635
		Exp	13,403	11,120	14,241
		Surplus / (deficit)	(261)	(1,720)	3,394

Major Initiatives

1) Progress the design and construction of the Armstrong Creek West Child and Community Hub
2) Progress the design and construction of the Northern Bellarine Aquatic Centre
3) Implement the City's *Social Housing Plan 2020-2041*

Other Initiatives

4) Commence construction of a new library in Drysdale
5) Commence replacement of the Leisurelink 50m pool
6) Deliver the Community Infrastructure Grants Program
7) Design and commence construction of the Lara Early Years Library and Community Hub
8) Upgrade sports lighting at seven different reserves across the region
9) Progress business cases for the improvement and transformation of three of the City's cultural venues – the Potato Shed, National Wool Museum and Geelong Gallery
10) Design and construct the Barwon Heads Arts and Community Hub
11) Upgrade the Waurn Ponds playground, skate park and BMX track
12) Redevelop the Eversley Street community facility to a multipurpose community hub
13) Retrofit the emergency messaging system in 7 childcare facilities to maintain staff and child safety
14) Develop a Kardinia Park Precinct Masterplan
15) Install dog friendly parks and off leash areas in Geelong West / Newtown and St Albans Park / Newcomb areas
16) Continue upgrades to sporting grounds and facilities

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Animal Management	Health and safety	Animal management prosecutions	[Number of successful animal management prosecutions / Total number of animal management prosecutions] x 100
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities	[Number of visits to aquatic facilities / Population]
Food safety	Health and safety	Critical and major non-compliance outcome notifications	[Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance notifications about a food premises] x100
Libraries	Participation	Active library borrowers in municipality	[The sum of the number of active library borrowers in the last three financial years / The sum of the population in the last three financial years] x100
Maternal and Child Health	Participation	Participation in the MCH service	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100

2.3 Strategic Direction 2: Sustainable growth and environment

Protecting our environment is a key priority of our *Sustainability Framework 2020* and we are committed to achieving zero-emissions, using the planning framework to influence sustainable growth in the built environment, increasing green spaces, supporting biodiversity and leading our community to mitigate the impacts of climate change.

With global pressures to consider, such as climate change and waste, and significant flora and fauna in our region that need our protection, it's clear that the stakes couldn't be higher. It is therefore vital that we respond by creating high-amenity neighbourhoods that are well-connected, liveable and sustainable.

The four-year priorities we will focus on to help achieve our desired outcomes are:

- Meet the housing needs of our future community
- Meet existing and future transport needs
- Create engaging places and spaces
- Deliver best practice Environmentally Sustainable Design principles and vibrant neighbourhoods
- Achieve carbon neutral in all City-managed operations by 2025 and manage our climate change risks
- Support out community and region to reduce emissions and build resilience to climate change
- Reduce the impact of waste
- Support greater indigenous biodiversity

Services

Service area	Description of services provided		2019-20 Actual $'000	2020-21 Forecast $'000	2021-22 Budget $'000
City Development	Responsible for reviewing, amending and implementing the provisions of the Greater Geelong Planning Scheme, assessing and determining Planning Permits and undertaking building compliance under the Building Act 1993.	*Inc*	6,109	6,890	6,468
		Exp	11,566	1,005	10,525
		Surplus/ (deficit)	(5,457)	(4,115)	(4,058)
Planning & Growth	Responsible for providing land use planning and urban design guidance for the City to ensure that we can meet the housing, community and infrastructure needs of the growing city in a sustainable way.	*Inc*	693	1,055	1,321
		Exp	3,073	3,284	4,980
		Surplus/ (deficit)	(2,380)	(2,229)	(3,659)
Urban Design & Heritage	Responsible for providing urban design and heritage guidance on urban development, renewal and growth and to help deliver across a range of social, environmental and economic policies.	*Inc*	-	-	125
		Exp	524	933	1,490
		Surplus/ (deficit)	(524)	(933)	(1,365)
Central Geelong & Waterfront	Responsible for the planning, design, activation, curation and management of public spaces within Central Geelong and the Waterfront precincts.	*Inc*	1,085	1,217	364
		Exp	5,296	5,125	5,201
		Surplus/ (deficit)	(4,210)	(3,908)	(4,837)
City Works	Responsible for the maintenance of Council's civil infrastructure assets including construction and maintaining the City's local road reserves to safely connect our growing community.	*Inc*	809	686	813
		Exp	13,831	15,259	15,157
		Surplus/ (deficit)	(13,022)	(14,573)	(14,344)
Engineering Services	Responsible for management of engineering infrastructure assets, management of roads and drains, transport, parking and land development.	*Inc*	5,259	5,853	5,599
		Exp	19,871	17,943	18,718
		Surplus/ (deficit)	(14,612)	(12,091)	(13,119)
Environment & Waste Services	Responsible for the delivery of environment, sustainability and waste programs including development and implementation of corporate strategies and policies for Council.	*Inc*	11,690	11,661	13,400
		Exp	48,144	46,491	59,357
		Surplus/ (deficit)	(36,454)	(34,830)	(45,956)
Parks & Gardens	Responsible for maintenance of a diverse range of open space and horticultural assets that provide active and passive recreation opportunities for the community.	*Inc*	278	267	199
		Exp	22,273	20,094	23,243
		Surplus/ (deficit)	(21,994)	(19,827)	(23,044)
Capital Projects	Responsible for the project management centre of excellence within Council delivering key community assets through the construction of new and renovation of existing buildings and infrastructure.	*Inc*	11	11	71
		Exp	1,089	2,314	1,375
		Surplus/ (deficit)	(1,078)	(2,302)	(1,303)

Major Initiatives

1) Implement the Armstrong Creek Land Acquisition Program
2) Upgrade to LED street lighting with smart control technology
3) Complete improvement works and address trail and network gaps as identified by the Shared Trails Master Plan

Other Initiatives

4) Undertake landscaping and water treatment works within Wandana Gully – Province Estate Highton
5) Install traffic signals and realign road at the Boundary Road and Baanip Boulevard intersection
6) Upgrade the Drysdale Town Square
7) Undertake stage 2 of St Leonards streetscape works
8) Install the Dell Wave Attenuator
9) Renewal and upgrade of Highton Village
10) Construct a purpose built area for the screening of composted material
11) Increase funding for Environmental Sustainability Grants
12) Undertake scoping study for water sustainability at the Lara Golf Club
13) Reinstate open space at Drewan Park
14) Build the Better Bike Connections - Southern Link stages 1 and 2 to link Waurn Ponds to Central Geelong)

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Roads	Satisfaction	Satisfaction with sealed local roads	[Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100

2.4 Strategic Direction 3: Strong local economy

Our economy is changing to service Geelong's growing population and meet the needs of emerging industries.

To stay competitive in a globalised economic environment, we must collaborate with stakeholders to market Greater Geelong's competitive strengths, support local business and advocate for the infrastructure and services we need to attract investment and stimulate economic growth.

To secure Geelong's economic future, we must support business and industry across:

- existing sectors – health, education, construction, tourism, retail and hospitality
- diversifying industries – advanced manufacturing, technology, research and innovation, transport, warehousing and logistics
- emerging industries – carbon fibre manufacturing, progressive agribusiness, creative and cultural industries, smart technology businesses, cleantech and circular economy businesses.

We will continue to work with a range of partners to leverage and promote our competitive strengths including transport and access, available and affordable land, and natural and cultural assets.

In addition, we will continue to work with our stakeholders to help prepare our workforce for this changing economy and support equal participation in the workforce for all.

The four-year priorities we will focus on to help achieve our desired outcomes are:

- Attract and facilitate public and private investment
- Promote and leverage the competitive strengths and attractiveness of our region, globally, nationally and locally
- Support entrepreneurs, start-ups, innovation, research and digital connectivity
- Attract businesses with a carbon neutral and circular economy focus
- Support local business resilience and recovery from the impacts of the COVID-19 pandemic
- Attract, retain and enable participation in the workforce to meet industry needs
- Address high levels of unemployment in targeted areas of our region
- Promote our region as a trial location for innovation and new technologies

Services

Service area	Description of services provided		2019-20 Actual $'000	2020-21 Forecast $'000	2021-22 Budget $'000
Economic Development	Supporting an environment that is attractive and conducive to business and investment leading to job creation for the community.	*Inc*	162	964	44
		Exp	1,817	2,805	2,376
		Surplus/ (deficit)	(1,655)	(1,840)	(2,332)
Planning & Growth	Responsible for providing land use planning and urban design guidance for the City to ensure that we can meet the housing, community and infrastructure needs of the growing city in a sustainable way.	*Inc*	693	1,055	1,321
		Exp	3,073	3,284	4,980
		Surplus/ (deficit)	(2,380)	(2,229)	(3,659)
Events	Providing both a regulatory and a discretionary role in the support of events to be staged in the Geelong region.	*Inc*	79	10	10
		Exp	2,717	3,268	3,079
		Surplus/ (deficit)	(2,637)	(3,258)	(3,068)
Smart City	Responsible for supporting the organisation to embrace smart technology and harness data to make better-informed decisions, to be innovative and to put people at the centre of decision-making.	*Inc*	-	-	-
		Exp	706	908	1,760
		Surplus/ (deficit)	(706)	(908)	(1,760)
Tourism	Growing and supporting the visitor economy through leadership, promotion and development.	*Inc*	703	-	22
		Exp	2,799	2,301	2,294
		Surplus/ (deficit)	(2,096)	(2,301)	(2,272)
Health & Local Laws	Responsible for implementing protection and prevention programs that provide for a healthy, safe and harmonious environment for our community.	*Inc*	13,141	9,400	17,635
		Exp	13,403	11,120	14,241
		Surplus/ (deficit)	(261)	(1,720)	3,394
Arts & Culture	Arts, culture and heritage are integral to Geelong's identity and the City's sustainability. Our service contributes to the quality of life of all residents by celebrating diversity, improving cross cultural understanding and building social cohesion.	*Inc*	985	400	1,158
		Exp	17,309	19,247	17,895
		Surplus/ (deficit)	(16,324)	(18,847)	(16,737)

Major Initiatives

1) Implement second hour free parking in 2P parking zones in central Geelong
2) Provide publicly accessible external urban space around the site of the proposed Geelong Convention and Exhibition Centre, which is safe, attractive and designed considering the needs of people of all ages, abilities and backgrounds

Other Initiatives

3) Partner with State Government to pilot public wi-fi and enhanced broadband across the region
4) Scope and deliver an expression of interest for an innovative, multi-purpose, multi-species livestock exchange
5) Match funding to CleanTech Innovations Geelong to leverage additional state funding

2.5 Strategic Direction 4: High-performing Council and organisation

Under the leadership of Council, we are duty-bound to make decisions that are evidence-based, financially responsible and reflect the needs of the community and stakeholders we serve. In a rapidly changing environment, this can be a balancing act.

Advancing technologies, environmental issues, social inequity, rapid growth, organisational change and ageing assets all place pressure on our existing resources. We must adapt to these challenges if we are to continue delivering services, programs and infrastructure to our communities in a way that is equitable and fair.

Responsible and transparent business is the third key priority area identified in our *Sustainability Framework 2020*, and we are working hard to position the organisation to better achieve our sustainability objectives.

The four-year priorities we will focus on to help achieve our desired outcomes are:

- Enable a customer-focused approach that delivers efficient and responsive service
- Communicate and engage effectively with our community to understand their needs and advocate on their behalf
- Deliver on our community's most important needs for infrastructure and services
- Continue to strengthen our workplace culture
- Create a more efficient and effective organisation
- Ensure that our employees are safe at work
- Focus on financial sustainability

Services

Service area	Description of services provided		2019-20 Actual $'000	2020-21 Forecast $'000	2021-22 Budget $'000
People & Culture	Responsible for promoting and empower excellence in people so that our organisation can perform at its very best and deliver the highest level of service to the community.	*Inc*	-	-	-
		Exp	6,689	8,544	11,171
		Surplus/ (deficit)	(6,689)	(8,544)	(11,171)
Planning & Growth	Responsible for providing land use planning and urban design guidance for the City to ensure that we can meet the housing, community and infrastructure needs of the growing city in a sustainable way.	*Inc*	693	1,055	1,321
		Exp	3,073	3,284	4,980
		Surplus/ (deficit)	(2,380)	(2,229)	(3,659)
Strategy & Performance	Responsible for ensuring the long-term vision is brought to life and cascades business planning throughout the organisation. Facilitates the development of key organisational metrics and measures and presents performance against the metrics.	*Inc*	26	43	74
		Exp	1,433	2,554	1,770
		Surplus/ (deficit)	(1,407)	(2,511)	(1,697)
Corporate & Customer Services	Business Improvement, Digital information services, financial services, integrity & risk, legal service, customer services and property, procurement & assets.	*Inc*	2,716	3,061	2,720
		Exp	40,200	40,805	45,622
		Surplus/ (deficit)	(37,484)	(37,744)	(42,902)
Emergency Management	Responsible for ensuring the City, our staff and the multi-agency Municipal Emergency Management Planning Committee and its sub-committees continue to mitigate risks continues to	*Inc*	1,224	527	330
		Exp	4,187	3,020	1,110
		Surplus/ (deficit)	(2,962)	(2,493)	(779)

Service area	Description of services provided		2019-20 Actual $'000	2020-21 Forecast $'000	2021-22 Budget $'000
	plan for, respond to, and recover from an emergency event by planning for the three 'phases' of an emergency.				
Corporate Affairs	Responsible for delivering corporate external communication, marketing services, community engagement and government relations and advocacy for the organisation to effectively communicate the Council Plan and priorities.	*Inc*	35	-	10
		Exp	2,379	2,888	3,172
		Surplus/ (deficit)	(2,344)	(2,888)	(3,162)
Governance	Responsible for having appropriate processes and systems necessary to provide for good governance and ensured members of the public can access, understand and participate in our local government processes.	*Inc*	74	2	12
		Exp	3,387	3,236	3,121
		Surplus/ (deficit)	(3,313)	(3,234)	(3,109)

Major Initiatives

1) Deliver the City's new civic precinct, Wurriki Nyal
2) Implement the City's Digital Modernisation project to improve our digital capability
3) Implement the City's Sustainability Framework to create a culture of sustainable practice in our organisation

Other Initiatives

4) Manage the City's changing security, identity management and information protection needs
5) Partner with Deakin University to create nature walks and links throughout the municipality using GIS mapping technology and augmented reality

Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	Satisfaction	Satisfaction with council decisions	[Community satisfaction rating out of 100 with the performance of council in making decisions in the interest of the community]
Statutory planning	Decision making	Council planning decisions upheld at VCAT	[Number of VCAT decisions that did not set aside council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100

3. FINANCIAL STATEMENTS

This section presents information in regard to the Financial Statements and Statement of Human Resources. The budget information for the year 2021-22 has been supplemented with projections to 2024-25.

This section includes the following financial statements prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

Comprehensive Income Statement
Balance Sheet
Statement of Cash Flows
Statement of Human Resources
Statement of Changes in Equity
Statement of Capital Works

Comprehensive Income Statement

For the four years ending 30 June 2025

	NOTES	Forecast Actual 2020-21 $'000	Budget 2021-22 $'000	2022-23 $'000	2023-24 $'000	Projections 2024-25 $'000
Income						
Rates and charges	4.1.1	258,540	**268,323**	285,072	300,717	315,875
Statutory fees and fines	4.1.2	13,286	**15,759**	16,121	16,492	16,872
User fees	4.1.3	38,057	**57,979**	64,189	65,092	66,394
Grants - Operating	4.1.4	68,781	**62,275**	64,421	65,710	67,024
Grants - Capital	4.1.4	22,039	**17,793**	24,763	7,038	6,390
Contributions - monetary	4.1.5	34,471	**29,412**	37,311	27,440	37,826
Contributions - non-monetary	4.1.5	80,000	**80,000**	90,000	90,000	90,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(4,939)	**12,382**	8,948	(4,841)	(3,264)
Fair value adjustments for investment property		-	**-**	-	-	-
Share of net profits/(losses) of associates and joint ventures		-	**-**	-	-	-
Other income	4.1.6	4,950	**5,719**	6,140	6,306	6,251
Total income		515,184	**549,642**	596,966	573,954	603,368
Expenses						
Employee costs	4.1.7	173,851	**183,563**	187,774	194,735	203,735
Materials and services	4.1.8	109,371	**122,517**	126,635	132,042	143,479
Depreciation	4.1.9	69,885	**73,253**	82,105	86,206	90,517
Amortisation - intangible assets	4.1.10	387	**387**	-	-	-
Amortisation - right of use assets	4.1.11	3,193	**2,647**	200	146	133
Bad and doubtful debts		1,060	**1,060**	1,060	1,060	1,060
Borrowing costs		2,915	**3,876**	5,183	5,891	6,319
Finance Costs - leases		147	**55**	11	6	2
Other expenses	4.1.12	28,476	**30,786**	26,261	28,571	24,046
Total expenses		389,285	**418,144**	429,229	448,656	469,291
Surplus/(deficit) for the year		125,899	**131,498**	167,736	125,298	134,077
Other comprehensive income						
Items that will not be reclassified to surplus or deficit in future periods						
Net asset revaluation increment /(decrement)		-	**-**	-	-	-
Share of other comprehensive income of associates and joint ventures		-	**-**	-	-	-
Items that may be reclassified to surplus or deficit in future periods (detail as appropriate)		-	**-**	-	-	-
Total comprehensive result		125,899	**131,498**	167,736	125,298	134,077

Balance Sheet

For the four years ending 30 June 2025

	NOTES	Forecast Actual 2020-21 $'000	Budget 2021-22 $'000	2022-23 $'000	2023-24 $'000	Projections 2024-25 $'000
Assets						
Current assets						
Cash and cash equivalents		102,245	**105,044**	109,861	93,354	106,631
Trade and other receivables		13,600	**13,900**	14,200	14,500	14,800
Other financial assets		200	**1,200**	1,200	1,200	1,200
Inventories		773	**859**	876	894	912
Non-current assets classified as held for sale		-	**-**	-	-	-
Other assets		-	**-**	-	-	-
Total current assets	4.2.1	116,819	**121,003**	126,138	109,948	123,542
Non-current assets						
Trade and other receivables		9,524	**9,620**	9,718	9,816	9,915
Other financial assets		-	**-**	-	-	-
Investments in associates, joint arrangement and subsidiaries		10,357	**10,357**	10,357	10,357	10,357
Property, infrastructure, plant & equipment		2,980,363	**3,163,613**	3,358,782	3,517,778	3,650,694
Right-of-use assets	4.2.4	3,119	**501**	279	133	-
Investment property		-	**-**	-	-	-
Intangible assets		-	**-**	-	-	-
Total non-current assets	4.2.1	3,003,363	**3,184,092**	3,379,136	3,538,083	3,670,966
Total assets		3,120,182	**3,305,095**	3,505,274	3,648,031	3,794,508
Liabilities						
Current liabilities						
Trade and other payables		44,720	**32,371**	32,585	33,831	34,983
Trust funds and deposits		10,070	**10,000**	10,000	10,000	10,000
Provisions		37,457	**37,322**	38,173	39,580	41,401
Interest-bearing liabilities	4.2.3	13,148	**18,240**	21,454	23,353	24,035
Lease liabilities	4.2.4	2,772	**226**	151	142	-
Total current liabilities	4.2.2	108,167	**98,159**	102,363	106,906	110,419
Non-current liabilities						
Provisions		20,109	**19,699**	19,504	13,363	9,511
Interest-bearing liabilities	4.2.3	104,281	**168,339**	196,924	216,124	228,862
Lease liabilities	4.2.4	518	**293**	142	-	-
Total non-current liabilities	4.2.2	124,908	**188,331**	216,570	229,487	238,373
Total liabilities		233,075	**286,490**	318,933	336,393	348,792
Net assets		2,887,107	**3,018,605**	3,186,341	3,311,638	3,445,715
Equity						
Accumulated surplus		1,663,237	**1,786,993**	1,938,023	2,078,193	2,224,405
Reserves		1,223,870	**1,231,612**	1,248,318	1,233,445	1,221,311
Total equity		2,887,107	**3,018,605**	3,186,341	3,311,638	3,445,715

Statement of Changes in Equity

For the four years ending 30 June 2025

	NOTES	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2021 Forecast Actual					
Balance at beginning of the financial year		2,761,208	1,541,040	1,187,580	32,588
Impact of adoption of new accounting standards		-	-	-	-
Adjusted opening balance		2,761,208	1,541,040	1,187,580	32,588
Surplus/(deficit) for the year		125,899	125,899	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(31,762)	-	31,762
Transfers from other reserves		-	28,060	-	(28,060)
Balance at end of the financial year		**2,887,107**	**1,663,237**	**1,187,580**	**36,290**
2022 Budget					
Balance at beginning of the financial year		2,887,107	1,663,237	1,187,580	36,290
Surplus/(deficit) for the year		131,498	131,498	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	4.3.1	-	(49,426)	-	49,426
Transfers from other reserves	4.3.1	-	41,684	-	(41,684)
Balance at end of the financial year	4.3.2	**3,018,605**	**1,786,993**	**1,187,580**	**44,032**
2023					
Balance at beginning of the financial year		3,018,605	1,786,993	1,187,580	44,032
Surplus/(deficit) for the year		167,736	167,736	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		(1)	(70,519)	-	70,518
Transfers from other reserves		-	53,813	-	(53,813)
Balance at end of the financial year		**3,186,341**	**1,938,023**	**1,187,580**	**60,738**
2024					
Balance at beginning of the financial year		3,186,341	1,938,023	1,187,580	60,738
Surplus/(deficit) for the year		125,298	125,298	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(48,481)	-	48,481
Transfers from other reserves		-	63,354	-	(63,354)
Balance at end of the financial year		**3,311,638**	**2,078,193**	**1,187,580**	**45,865**
2025					
Balance at beginning of the financial year		3,311,638	2,078,193	1,187,580	45,865
Surplus/(deficit) for the year		134,077	134,077	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		1	(48,283)	-	48,284
Transfers from other reserves		-	60,418	-	(60,418)
Balance at end of the financial year		**3,445,715**	**2,224,405**	**1,187,580**	**33,731**

Statement of Cash Flows

For the four years ending 30 June 2025

	Notes	Forecast Actual 2020-21 $'000	Budget 2021-22 $'000	2022-23 $'000	2023-24 $'000	Projections 2024-25 $'000
		Inflows (Outflows)	**Inflows (Outflows)**	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		258,326	**268,236**	284,975	300,615	315,768
Statutory fees and fines		13,286	**15,759**	16,121	16,492	16,872
User fees		38,156	**56,680**	63,969	64,877	66,183
Grants - operating		68,981	**62,275**	64,621	65,910	67,224
Grants - capital		22,039	**17,793**	24,763	7,038	6,390
Contributions - monetary		34,471	**29,412**	37,311	27,440	37,826
Interest received		609	**1,225**	1,556	1,631	1,482
Dividends received		-	**-**	-	-	-
Trust funds and deposits taken		-	**-**	-	-	-
Other receipts		4,341	**4,494**	4,584	4,676	4,769
Net GST refund / payment		19,000	**19,000**	19,000	19,000	19,000
Employee costs		(175,475)	**(185,827)**	(188,877)	(195,268)	(203,857)
Materials and services		(132,758)	**(158,052)**	(148,642)	(154,866)	(161,399)
Short-term, low value and variable lease payments		-	**-**	-	-	-
Trust funds and deposits repaid		-	**-**	-	-	-
Other payments		(18,600)	**(21,333)**	(22,360)	(22,783)	(23,215)
Net cash provided by/(used in) operating activities	4.4.1	132,376	**109,663**	157,021	134,760	147,043
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(170,943)	**(205,040)**	(206,780)	(179,686)	(142,300)
Proceeds from sale of property, infrastructure, plant and equipment		8,505	**35,398**	28,181	13,366	1,577
Payments for investments		-	**-**	-	-	-
Proceeds from sale of investments		-	**-**	-	-	-
Loan and advances made		-	**-**	-	-	-
Payments of loans and advances		-	**-**	-	-	-
Net cash provided by/ (used in) investing activities	4.4.2	(162,438)	**(169,642)**	(178,599)	(166,320)	(140,723)
Cash flows from financing activities						
Finance costs		(2,915)	**(3,876)**	(5,183)	(5,891)	(6,319)
Proceeds from borrowings		45,000	**82,298**	50,039	42,553	36,774
Repayment of borrowings		(10,179)	**(13,148)**	(18,240)	(21,454)	(23,353)
Interest paid - lease liability		(146)	**(55)**	(11)	(6)	(2)
Repayment of lease liabilities		(2,822)	**(2,441)**	(210)	(150)	(142)
Net cash provided by/(used in) financing activities	4.4.3	28,938	**62,778**	26,396	15,052	6,957
Net increase/(decrease) in cash & cash equivalents		(1,124)	**2,799**	4,817	(16,507)	13,277
Cash and cash equivalents at the beginning of the financial year		103,369	**102,245**	105,044	109,861	93,354
Cash and cash equivalents at the end of the financial year		102,245	**105,044**	109,861	93,354	106,631

Statement of Capital Works

For the four years ending 30 June 2025

	NOTES	Forecast Actual 2020-21 $'000	Budget 2021-22 $'000	2022-23 $'000	2023-24 $'000	Projections 2024-25 $'000
Property						
Buildings		53,605	**69,387**	57,888	13,461	10,635
Community Facilities		5,432	**10,590**	43,170	34,266	30,269
Land		13,207	**28,945**	879	18,148	399
Total property		72,244	**108,921**	101,937	65,875	41,303
Plant and equipment						
Fleet		5,191	**6,727**	5,110	5,212	5,316
Minor Plant and Equipment		536	**245**	250	255	260
Computers and Telecommunications		14,916	**5,895**	2,730	2,767	1,904
Total plant and equipment		20,643	**12,867**	8,091	8,234	7,481
Infrastructure						
Parks and Leisure		28,139	**31,379**	42,171	18,770	23,136
Roads		33,154	**23,264**	30,328	29,463	25,836
Drainage		14,100	**6,021**	12,732	13,586	8,452
Footpaths and Bikepaths		9,242	**9,308**	10,789	12,416	14,433
Kerb and Channel		2,306	**2,425**	3,237	2,635	2,783
Waste Management		1,381	**1,152**	638	6,651	4,414
Streetscapes		6,048	**7,931**	6,342	1,007	106
Other		5,967	**5,346**	5,363	5,430	5,499
Total infrastructure		100,338	**86,827**	111,599	89,957	84,660
Total capital works expenditure (pre-carryover)		193,225	**208,615**	221,627	164,067	133,444
Carryover from prior year		-	**22,282**	25,856	40,703	25,084
Carryover to next year		(22,282)	**(25,856)**	(40,703)	(25,084)	(16,229)
			-	-	-	-
Total capital works expenditure	4.5.1	170,943	**205,040**	206,780	179,686	142,300
Represented by:						
New asset expenditure		128,854	**152,795**	145,792	112,241	75,226
Asset renewal expenditure		34,427	**40,009**	43,756	55,114	55,708
Asset upgrade expenditure		7,662	**12,236**	17,231	12,331	11,367
Total capital works expenditure	4.5.1	170,943	**205,040**	206,780	179,686	142,300
Funding sources represented by:						
Grants		22,039	**17,793**	24,763	7,038	6,390
Contributions		34,471	**29,412**	37,311	27,440	37,826
Council cash		69,433	**75,538**	94,667	102,655	61,310
Borrowings		45,000	**82,298**	50,039	42,553	36,774
Total capital works expenditure	4.5.1	170,943	**205,040**	206,780	179,686	142,300

Statement of Human Resources

For the four years ending 30 June 2025

	Forecast Actual	Budget	Projections		
	2020-21	2021-22	2022-23	2023-24	2024-25
	$'000	$'000	$'000	$'000	$'000
Staff expenditure					
Employee costs - operating	173,851	**183,563**	187,774	194,735	203,735
Employee costs - capital	8,929	**9,560**	7,080	7,293	7,512
Total staff expenditure	182,780	**193,123**	194,855	202,028	211,246
	FTE	**FTE**	FTE	FTE	FTE
Staff numbers					
FTE - operating	1,713	**1,754**	1,741	1,753	1,780
FTE- capital	81.8	**84.9**	61.1	61.1	61.1
Total staff numbers	1,794.9	**1,839.2**	1,801.9	1,813.9	1,841.5

A summary of human resources expenditure categorised according to the organisational structure of Council is included below:

Department	Budget	Comprises			
		Permanent		Casual	Temporary
	2021-22	Full Time	Part time		
	$'000	$'000	$'000	$'000	$'000
Chief Executive	**5,890**	4,184	984	16	706
Strategy, People and Performance	**10,319**	6,859	964	99	2,398
Customer & Corporate Services	**18,328**	11,895	3,157	190	3,086
City Services	**43,155**	36,645	1,428	125	4,957
Community Life	**71,975**	25,489	31,504	6,486	8,496
City Planning and Economy	**31,901**	21,080	7,290	650	2,881
Total permanent staff expenditure	**181,567**	106,151	45,327	7,565	22,523
Supplementary labour and other	**1,996**				
Total operating expenditure	**183,563**				
Capitalised labour costs	**9,560**				
Total expenditure	**193,123**				

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Budget	Comprises			
		Permanent		Casual	Temporary
	2021-22	Full Time	Part time		
Chief Executive	**43**	30	7	0	6
Strategy, People and Performance	**73**	48	7	0	19
Customer & Corporate Services	**155**	101	27	2	26
City Services	**434**	370	14	2	48
Community Life	**754**	271	328	66	90
City Planning and Economy	**295**	195	67	7	26
Total permanent staff FTE	**1,754**	1,014	449	77	214
Capitalised labour FTE	**84.9**				
Total permanent FTE	**1,839.2**				
Supplementary labour and other	**18.6**				
Total staff	**1,857.8**				

Summary of Planned Human Resources Expenditure

For the four years ended 30 June 2025

Note that the 2022-23 to 2024-25 data is not yet available until the City's Workforce Plan (Local Government Act 2020, section 46(4)(a)) is published later in the 2021 calendar year.

Total $'000	2021-22 $'000	2022-23 $'000	2023-24 $'000	2024-25 $'000
Chief Executive				
Permanent - Full time	**4,184**	**0**	**0**	**0**
Female	*3,166*	0	0	0
Male	*1,018*	0	0	0
Permanent - Part time	**984**	**0**	**0**	**0**
Female	*860*	0	0	0
Male	*125*	0	0	0
Total Chief Executive	**5,168**	0	0	0
Strategy, People and Performance				
Permanent - Full time	**6,859**	**0**	**0**	**0**
Female	*4,631*	**0**	**0**	**0**
Male	*2,228*	**0**	**0**	**0**
Permanent - Part time	**964**	**0**	**0**	**0**
Female	*817*	**0**	**0**	**0**
Male	*147*	**0**	**0**	**0**
Total Strategy, People and Performance	**7,823**	0	0	0
Customer and Corporate Services				
Permanent - Full time	**11,895**	**0**	**0**	**0**
Female	*5,054*	**0**	**0**	**0**
Male	*6,841*	**0**	**0**	**0**
Permanent - Part time	**3,157**	**0**	**0**	**0**
Female	*2,701*	**0**	**0**	**0**
Male	*456*	**0**	**0**	**0**
Total Customer and Corporate Services	**15,052**	0	0	0
City Services				
Permanent - Full time	**36,645**	**0**	**0**	**0**
Female	*4,395*	**0**	**0**	**0**
Male	*32,249*	**0**	**0**	**0**
Permanent - Part time	**1,428**	**0**	**0**	**0**
Female	*1,128*	**0**	**0**	**0**
Male	*300*	**0**	**0**	**0**
Total City Services	**38,072**	0	0	0
Community Life				
Permanent - Full time	**25,489**	**0**	**0**	**0**
Female	*20,035*	0	0	0
Male	*5,454*	0	0	0
Permanent - Part time	**31,504**	**0**	**0**	**0**
Female	*27,937*	0	0	0
Male	*3,567*	0	0	0
Total Community Life	**56,993**	0	0	0
City Planning and Economy				
Permanent - Full time	**21,080**	**0**	**0**	**0**
Female	*10,291*	0	0	0
Male	*10,790*	0	0	0
Permanent - Part time	**7,290**	**0**	**0**	**0**
Female	*5,810*	0	0	0
Male	*1,479*	0	0	0
Total City Planning and Economy	**28,369**	0	0	0
Casuals, temporary and other expenditure	32,085	0	0	0
Capitalised labour costs	9,560	0	0	0
Total staff expenditure	**193,123**	**0**	**0**	**0**

Total FTE	2021-22	2022-23	2023-24	2024-25
	FTE	FTE	FTE	FTE
Chief Executive				
Permanent - Full time	30.1	0.0	0.0	0.0
Female	*22.8*	0.0	0.0	0.0
Male	*7.3*	0.0	0.0	0.0
Permanent - Part time	7.1	0.0	0.0	0.0
Female	*6.2*	0.0	0.0	0.0
Male	*0.9*	0.0	0.0	0.0
Total Chief Executive	**37.2**	0.0	0.0	0.0
Strategy, People and Performance				
Permanent - Full time	47.7	0.0	0.0	0.0
Female	*32.2*	0.0	0.0	0.0
Male	*15.5*	0.0	0.0	0.0
Permanent - Part time	6.7	0.0	0.0	0.0
Female	*5.7*	0.0	0.0	0.0
Male	*1.0*	0.0	0.0	0.0
Total Strategy, People and Performance	**54.4**	0.0	0.0	0.0
Customer and Corporate Services				
Permanent - Full time	101.0	0.0	0.0	0.0
Female	*43.0*	0.0	0.0	0.0
Male	*58.0*	0.0	0.0	0.0
Permanent - Part time	26.7	0.0	0.0	0.0
Female	*22.9*	0.0	0.0	0.0
Male	*3.9*	0.0	0.0	0.0
Total Customer and Corporate Services	**127.8**	0.0	0.0	0.0
City Services				
Permanent - Full time	369.9	0.0	0.0	0.0
Female	*44.4*	0.0	0.0	0.0
Male	*325.5*	0.0	0.0	0.0
Permanent - Part time	14.0	0.0	0.0	0.0
Female	*11.0*	0.0	0.0	0.0
Male	*2.9*	0.0	0.0	0.0
Total City Services	**383.8**	0.0	0.0	0.0
Community Life				
Permanent - Full time	270.5	0.0	0.0	0.0
Female	*212.6*	0.0	0.0	0.0
Male	*57.9*	0.0	0.0	0.0
Permanent - Part time	327.6	0.0	0.0	0.0
Female	290.5	0.0	0.0	0.0
Male	37.1	0.0	0.0	0.0
Total Community Life	**598.2**	0.0	0.0	0.0
City Planning and Economy				
Permanent - Full time	194.9	0.0	0.0	0.0
Female	*95.1*	0.0	0.0	0.0
Male	*99.8*	0.0	0.0	0.0
Permanent - Part time	66.6	0.0	0.0	0.0
Female	*53.1*	0.0	0.0	0.0
Male	*13.5*	0.0	0.0	0.0
Total City Planning and Economy	**261.6**	0.0	0.0	0.0
Casuals and temporary staff	310.2	0.0	0.0	0.0
Capitalised labour	84.9	0.0	0.0	0.0
Total staff numbers	**1,857.8**	**0.0**	**0.0**	**0.0**

4. NOTES TO FINANCIAL STATEMENTS

This section presents detailed information on material components of the financial statements. Council needs to assess which components are material, considering the dollar amounts and nature of these components.

4.1 Comprehensive Income Statement

4.1.1 Rates and Charges

Rates and charges are required by the Act and the Regulations to be disclosed in Council's budget.

As per the *Local Government Act 2020* (Act), Council is required to have a Revenue and Rating Plan which is a four year plan for how Council will generate income to deliver the key Council Plan initiatives, program and services and capital works commitments over a four-year period. This plan outlines the objectives of key differentials and the medium and long term rating strategy.

In developing the Budget, rates and charges were identified as an important source of revenue, delivering around 65% of all total operating income. Planning for future rate increases has therefore been an important component of the financial planning process. The Fair Go Rates System (FGRS) sets out the maximum amount councils may increase rates in a year. For 2021-22 the FGRS cap has been set at 1.5%. The cap applies to both general rates and municipal charges and is calculated based on council's average rates and charges.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and the planned expenditure on services and works to be undertaken for the community.

To achieve these objectives while maintaining service levels and a strong capital expenditure program, the average general rate will increase by 1.5% in line with the rate cap.

Total rates and charges to be raised in 2021-22 is $268,322,981. Rates and charges will be raised through the application of a differential rating system.

Waste Management Charge
The waste collection service charge is calculated based on a fee for service, including direct, indirect and overhead costs. The charge for 2021-22 will increase from $360.95 to $396.35 or 9.8%. A new charge will be introduced for 2021-22 for identified multi-unit assessments via the planning process, where the traditional waste collection service cannot be provided by the City. The charge for 2021-22 will be $151.55 per assessment.

Service rates and charges
A section 162 service charge known as additional bins service was introduced in 2016-17. Households may apply for an additional garbage bin, upsized garbage bin, recycling bin or green waste bin. The charges for 2021-22 are $162.60 for a 140L garbage bin, $117.55 to upgrade to a 240L garbage bin, $89.60 for a recycling bin and $84.90 for a green waste bin.

Special rates and charges
Council has not declared any new special rate and charge schemes for 2021-22.

Waivers
Council declares a waiver under section 171 of the Act for specific qualifying properties.

The waivers include:

Housing support waiver - residential property used for transitional, emergency or crisis housing.

Rates assistance waiver - for qualifying residential and farm properties where the valuation has increased by greater than 50%.

New Corio Estate waiver - for New Corio estate property where property encumbrances prevent owners from making any demands on Council services now and into the future.

COVID-19 Financial Hardship Policy - support is available to individuals and businesses in exceptional hardship circumstances determined at the sole discretion of the Chief Executive Officer.

Rebates
Council declares a rebate under section 169 of the Act.

A farm rebate is available for qualifying farmland. The rebate set at 18.6% recognises the benefit to the community in encouraging the retention of large lot primary holdings.

4.1.1(a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	2020-21 Forecast $'000	2021-22 Budget $'000	Change $'000	%
General rates*	208,822	**217,468**	8,646	4.1%
Cultural and recreational rates	244	**245**	1	0.4%
Supplementary rates and rate adjustments	2,400	**2,900**	500	20.8%
Interest on rates and charges	475	**470**	(5)	(1.1%)
Waivers	(70)	**(77)**	(7)	10.0%
Rebates	(467)	**(559)**	(92)	19.7%
Waste management charge	41,870	**46,956**	5,086	12.1%
Service rates and charges	779	**919**	140	18.0%
Special rates and charges	4,487	**0**	(4,487)	(100.0%)
Total rates and charges	258,540	**268,323**	9,783	3.8%

*These items are subject to the rate cap established under the FGRS

4.1.1(b) The rate in the dollar to be levied as general rates under section 158 of the Act for each type or class of land compared with the previous financial year

Type of Class of Land	2020-21 cents/$CIV*	2021-22 cents/$CIV*	Change %
General rate for rateable residential properties	0.00238194	**0.00228877**	(3.9%)
General rate for rateable vacant land	0.00342186	**0.00320293**	(6.4%)
General rate for rateable commercial properties	0.00532080	**0.00546839**	2.8%
General rate for rateable The Point residential	0.00238194	**0.00228877**	(3.9%)
General rate for rateable The Point vacant	0.00342186	**0.00320293**	(6.4%)
General rate for rateable The Point commercial	0.00532080	**0.00546839**	2.8%
General rate for rateable industrial properties	0.00581731	**0.00581831**	0.1%
General rate for rateable mixed use properties	0.00339958	**0.00331171**	(2.5%)
General rate for rateable farm properties	0.00145433	**0.00145458**	0.1%
General rate for rateable cultural and recreational properties	0.00178645	**0.00171658**	(3.9%)
General rate for rateable petroleum properties	0.00581731	**0.00581831**	0.1%

(* Use CIV or NAV depending on the valuation basis used by the Council)

4.1.1(c) The estimated total amount to be raised by general rates in relation to each type or class of land as compared with the previous financial year.

Type or class of land	2020-21 $'000	2021-22 $'000	$'000	Change %
Residential	148,318	**155,084**	6,766	4.6%
Vacant land	9,562	**10,458**	896	9.4%
Commercial	33,339	**33,657**	318	1.0%
The Point residential	326	**528**	202	62.0%
The Point vacant land	107	**143**	36	33.6%
The Point commercial land	46	**63**	17	37.0%
Industrial	12,411	**12,914**	503	4.1%
Mixed use	797	**772**	(25)	(3.1%)
Farm	3,072	**3,005**	(67)	(2.2%)
Petroleum	844	**844**	0	0.0%
Total amount to be raised by general rates	208,822	**217,468**	8,646	4.1%
Cultural and recreational land*	244	245		

***as per the Cultural and Recreational Lands Act 1963**

4.1.1(d) The number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year

Type or class of land	2020-21 Number	2021-22 Number	Number	Change %
Residential	113,197	**116,172**	2,975	2.6%
Vacant land	5,999	**6,879**	880	14.7%
Commercial	5,993	**6,142**	149	2.5%
The Point residential	189	**342**	153	81.0%
The Point vacant land	34	**87**	53	155.9%
The Point commercial land	3	**5**	2	66.7%
Industrial	2,225	**2,382**	157	7.1%
Mixed use	319	**307**	(12)	(3.8%)
Farm	992	**942**	(50)	(5.0%)
Petroleum	1	**1**	-	0.0%
Total number of assessments	128,952	**133,259**	4,307	3.3%
Cultural and recreational land*	53	**53**		

***as per the Cultural and Recreational Lands Act 1963**

4.1.1(e) The basis of valuation to be used is the capital improved value

4.1.1(f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year

Type or class of land	2020-21 $'000	2021-22 $'000	$'000	Change %
Residential	62,267,936	**67,758,683**	5,490,747	8.8%
Vacant land	2,794,462	**3,265,022**	470,560	16.8%
Commercial	6,265,721	**6,154,851**	(110,870)	(1.8%)
The Point residential	137,010	**230,610**	93,600	68.3%
The Point vacant land	31,400	**44,740**	13,340	42.5%
The Point commercial land	8,632	**11,552**	2,920	33.8%
Industrial	2,133,399	**2,219,507**	86,108	4.0%
Mixed use	234,560	**233,175**	1,385	(0.6%)
Farm	2,112,506	**2,066,049**	(46,457)	(2.2%)
Petroleum	145,100	**145,100**	-	0.0%
Total value of land	76,130,726	**82,129,288**	5,998,563	7.9%
Cultural and recreational land*	136,280	**143,007**		

***as per the Cultural and Recreational Lands Act 1963**

4.1.1(g) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year

Type of Charge	Per Rateable Property 2020-21 $	Per Rateable Property 2021-22 $	$	Change %
Waste management charge	360.95	**396.35**	35.40	9.8%
Waste management charge applicable multi-sites	-	**151.55**	-	-

4.1.1(h) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year

Type of Charge	2020-21 $	2021-22 $	$	Change %
Waste management charge	41,870	**46,891**	5,086	12.0%
Waste management charge applicable multi-sites	-	**65**	-	-
Total	**41,870**	**46,956**	5,086	12.1%

4.1.1(i) Fair Go Rates System Compliance

The City of Greater Geelong is required to comply with the State Government's Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2020-21	2021-22
Total Rates	$ 204,939,392	$ 214,263,815
Number of rateable properties	128,952	133,259
Base Average Rate	1,589.27	1,607.87
Maximum Rate Increase (set by the State Government)	**2.00%**	**1.50%**
Capped Average Rate	$ 1,619.39	$ 1,631.92
Maximum General Rates Revenue	$ 208,823,579	$ 217,468,027
Budgeted General Rates Revenue	$ 208,588,191	$ 217,154,912
Budgeted Supplementary Rates	$ 2,400,000	$ 2,900,000
Budgeted Total Rates and Municipal Charges Revenue	**$ 210,988,191**	**$ 220,054,912**

4.1.1(j) Average Rates Payable by Differential

	2020-21	2021-22	Change $	Change %
Residential	1,312.12	1,334.95	22.83	1.7%
Vacant land	1,492.61	1,520.22	27.61	1.8%
Commercial	5,479.83	5,479.83	-	0.0%
The Point residential	1,565.05	1,543.31	(21.73)	(1.4%)
The Point vacant land	1,565.21	1,647.11	81.91	5.2%
The Point commercial land	12,229.33	12,634.16	404.84	3.3%
Industrial	5,341.29	5,421.41	80.12	1.5%
Mixed use	2,472.08	2,515.34	43.26	1.7%
Farm	3,024.30	3,190.27	165.96	5.5%
Petroleum	844,091.68	844,237.43	145.75	0.1%
Cultural and Recreation	4,593.54	4,631.74	38.21	0.8%

4.1.1(k) Any significant changes that may affect the estimated amounts to be raised by rates and charges

There are no known significant changes which may affect the estimated amounts to be raised by rates and charges. However, the total amount to be raised by rates and charges may be affected by:

- The making of supplementary valuations (2021-22: estimated $2.9m and 2020-21: $2.4m)
- The variation of returned levels of value (e.g. valuation appeals)
- Changes of use of land such that rateable land becomes non-rateable land and vice versa
- Changes of use of land such that residential land becomes business land and vice versa.

4.1.2 Statutory fees and fines

	Forecast 2020-21 $'000	Budget 2021-22 $'000	Change $'000	Change %
Permits	5,688	**5,525**	(163)	(2.9%)
Registrations	2,505	**4,119**	1,614	64.4%
Infringements and costs	2,529	**3,722**	1,193	47.2%
Town planning fees	2,564	**2,392**	(171)	(6.7%)
Total statutory fees and fines	13,286	**15,759**	2,473	18.6%

Registrations:	Food Registration ($1.52m) & Health Premise ($0.37m) fees were waived in 2021-22 as part of COVID-19 support package six.
Infringements and cost:	Parking infringement revenue forgone due to free 2P Parking in 2020-21 ($1.1m).

4.1.3 User fees

	Forecast 2020-21 $'000	Budget 2021-22 $'000	Change $'000	Change %
Aged and health services	2,626	**3,263**	637	24.3%
Building Services	3,576	**4,233**	657	18.4%
Child care/children's programs	5,683	**7,577**	1,895	33.3%
Leisure centre and recreation	8,713	**17,692**	8,980	103.1%
Local Laws	33	**67**	34	104.9%
Other Fees and Charges	504	**1,004**	500	99.1%
Parking	3,969	**7,835**	3,866	97.4%
Parks	556	**664**	108	19.4%
Rental and Leasing	1,920	**2,685**	765	39.9%
Road Works	394	**490**	96	24.5%
Waste Management Services	10,084	**12,468**	2,384	23.6%
Total user fees	38,057	57,979	19,922	52.3%

Waste Management Services	Increase in EPA levies ($40/tonne) to be applied from 1 July 2021, will result in increased gate fees at the Drysdale and North Geelong transfer centres.
Leisure centre and recreation	Anticipating normal trading conditions following COVID-19 with the hiring of Council facilities
Parking	Free parking initiatives during 2020-21, driving lower user fees. In 2021-22 a 2nd hour fee initiative in 2 hour car parks will be implemented.
Child care/children's programs	Anticipating normal trading conditions following COVID-19 with patronage of Council activities and programs.

4.1.4 Grants

Grants are required by the Act and the Regulations to be disclosed in Council's budget.

	Forecast 2020-21 $'000	Budget 2021-22 $'000	Change $'000	Change %
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	38,468	**53,070**	14,602	38.0%
State funded grants	40,864	**19,146**	(21,718)	(53.1%)
Total grants received	**79,332**	**72,215**	(7,117)	(9.0%)
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	22,141	**23,370**	1,229	5.6%
Family day care	9,578	**11,212**	1,634	17.1%
General home care	14,984	**16,048**	1,063	7.1%
Other	217	**308**	91	42.0%
Recurrent - State Government				
Aged care	1,975	**1,982**	7	0.3%
School crossing supervisors	912	**920**	8	0.9%
Family services	4,274	**4,475**	201	4.7%
Environment	95	**85**	(10)	(10.5%)
Other	152	**120**	(32)	(20.8%)
Total recurrent grants	**54,327**	**58,520**	4,193	7.7%
Non-recurrent - Commonwealth Government				
Aged care	394	**36**	(358)	(90.9%)
Other	97		(97)	(100.0%)
Non-recurrent - State Government				
Aged Care	61	**61**	-	0.0%
Family Services	3,998	**3,013**	(985)	(24.6%)
COVID-19 Support	8,489		(8,489)	(100.0%)
Other	1,414	**645**	(770)	(54.4%)
Total non-recurrent grants	**14,454**	**3,755**	(10,699)	(74.0%)
Total operating grants	**68,781**	**62,275**	(6,506)	9.5%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	2,309	**2,184**	(125)	(5.4%)
Other	236	**445**	209	88.8%
Recurrent - State Government				
Other	-	**-**	-	-
Total recurrent grants	**2,544**	**2,629**	84	3.3%
Non-recurrent - Commonwealth Government				
Other	-	**-**	-	-
Non-recurrent - State Government				
Roads	5,141	**500**	(4,641)	(90.3%)
Recreation	13,068	**6,464**	(6,604)	(50.5%)
Buildings	225	**6,700**	6,475	2880.2%
Public WiFi & Enhanced Broadband Geelong Pilot	365	**1,500**	1,135	311.0%
Other	695	**-**	(695)	(100.0%)
Total non-recurrent grants	**19,494**	**15,164**	(4,330)	(22.2%)
Total capital grants	**22,039**	**17,793**	(4,246)	(19.3%)
Total Grants	**90,820**	**80,086**	(10,752)	(11.8%)

Operating Grants

Family day care	2020-21 reduced income partly due to special funding arrangements in place due to COVID 19 pandemic restrictions.
COVID-19 Support	$8m received for Working For Victoria in 2020-21, as a special COVID-19 recovery to support jobs.

Capital Grants

Roads	$3.6m for Safe Travel in Local Streets 2019-20 in received in 2020-21.
Buildings	$6.7m grant for the Northern Aquatic and Community Hub. An additional $10.1m is budgeted in 2022-23.
Recreation	The 2020-21 forecast contains some large project funding components: Polworth Pavilion and West Oval - Pavilion Construction ($3.7m), Sports Lighting Upgrade Program ($2m), Herne Hill Reserve Pavilion Construction ($1.3m).

4.1.5 Contributions

	Forecast 2020-21 $'000	Budget 2021-22 $'000	Change $'000	Change %
Monetary	34,471	**29,412**	(5,059)	(14.7%)
Non-monetary	80,000	**80,000**	-	0.0%
Total contributions	114,471	**109,412**	**5,059**	(4.4%)

Monetary	A large amount of development activity in Armstrong Creek in 2020-21 has led to a high amount of developer contributions.

4.1.6 Other income

	Forecast 2020-21 $'000	Budget 2021-22 $'000	Change $'000	Change %
Interest	792	**1,225**	433	54.6%
Retail Sales	666	**1,420**	755	113.3%
Other	3,492	**3,074**	(418)	(12.0%)
Total other income	4,950	**5,719**	769	15.5%

Retail Sales	Anticipating normal trading conditions following COVID-19 adjusted actual income.

4.1.7 Employee costs

	Forecast 2020-21 $'000	Budget 2021-22 $'000	Change $'000	Change %
Wages and salaries	152,875	**162,288**	9,413	6.2%
WorkCover	2,664	**2,759**	95	3.6%
Superannuation	14,656	**15,542**	886	6.0%
Casual Staff / Supplementary Labour	2,187	**1,996**	(191)	(8.7%)
Fringe Benefits Tax	563	**478**	(85)	(15.0%)
Other	906	**500**	(406)	(44.8%)
Total employee costs	173,851	**183,563**	9,712	5.6%

Wages and salaries	Increased employee costs due to requirements to support service growth, cultural initiatives and salary inflation. COVID-19 impacts from closed services and Working for Vic Fund has lowered employee costs in 2020-21 financial year.

4.1.8 Materials and services

	Forecast 2020-21 $'000	Budget 2021-22 $'000	Change $'000	Change %
Materials	7,731	**8,590**	859	11.1%
Contract Payments/Internal costs	42,286	**46,543**	4,258	10.1%
Building maintenance	4,028	**4,818**	790	19.6%
Plant/Equipment/Vehicle Costs	7,417	**9,312**	1,895	25.5%
Utilities	10,306	**10,558**	252	2.4%
Office Administration	3,666	**4,887**	1,221	33.3%
Information Technology	3,487	**4,797**	1,309	37.6%
Insurance	2,454	**3,154**	701	28.6%
Levies	5,940	**8,872**	2,933	49.4%
Geelong Regional Library Corporation	11,046	**11,261**	215	2.0%
Consultants	11,009	**9,726**	(1,284)	(11.7%)
Total materials and services	109,371	**122,517**	13,147	12.0%

Levies	EPA landfill levy is expected to increase by $40/tonne from 1 July 2021.
Contract payments/internal costs	Increased contractor costs due contractual CPI increases, additional programs offset by consultant costs.
Information Technology	Investment in ICT strategy projects, including investment in the digital modernisation project.
Plant/Equipment/Vehicle Costs	Investment in equipment and plant, including increased funding for street light repairs.

4.1.9 Depreciation

	Forecast 2020-21 $'000	Budget 2021-22 $'000	Change $'000	Change %
Property	13,070	**13,331**	261	2.0%
Plant & equipment	6,887	**8,634**	1,747	25.4%
Infrastructure	49,928	**51,288**	1,360	2.7%
Total depreciation	69,885	**73,253**	3,368	4.8%

Additional depreciation on completion of new assets including community facilities and increased IT capital expenditure largely due to the investment in key financial and payroll systems as part of the digital modernisation project.

4.1.10 Amortisation - Intangible assets

	Forecast 2020-21 $'000	Budget 2021-22 $'000	Change $'000	Change %
Intangible assets	387	**387**	-	0.0%
Total amortisation - intangible assets	387	**387**	-	0.0%

4.1.11 Amortisation - Right of use assets

	Forecast 2020-21 $'000	Budget 2021-22 $'000	Change $'000	Change %
Right of use assets	3,193	**2,647**	(546)	(17.1%)
Total amortisation - right of use assets	3,193	**2,647**	(546)	(17.1%)

4.1.12 Other expenses

	Forecast 2020-21 $'000	Budget 2021-22 $'000	Change $'000	Change %
Other	2,591	**2,589**	(2)	(0.1%)
Waste disposal & recycling	12,164	**14,781**	2,617	21.5%
Operating lease rentals	1,343	**1,797**	454	33.8%
Marketing, promotion & advertising	1,810	**1,136**	(674)	(37.2%)
Memberships and subscriptions	408	**556**	148	36.3%
Licences, fees and permits	577	**691**	114	19.8%
Events and functions	676	**1,191**	515	76.2%
Councillor allowances	415	**445**	30	7.2%
Grants	4,128	**2,288**	(1,839)	(44.6%)
Contributions	4,131	**4,980**	848	20.5%
Audit	234	**333**	99	42.0%
Total other expenses	28,476	**30,786**	2,310	8.1%

Waste disposal	Forecast figure includes a $10 per tonne EPA Levy that was not realised in January 2021. Offset by a change in operations to send waste to the Drysdale landfill instead of the Wyndham landfill. 2021-22 budget also includes a $40 per tonne EPA levy increase.
Memberships and subscriptions	Increase in digital, information and technology subscriptions.
Events and functions	Minimal events in 2020-21 due to COVID-19, return to pre-COVID-19 status in 2021-22.
Grants	Additional $1.2m COVID-19 related grants and a $1m non-recurrent grant for the Geelong Food Relief Centre in 2020-21, not required in 2021-22.
Contributions	Increase in 2021-22 for major event funding including the Australian International Airshow. Also increase Environmental sustainability contributions for 2021-22.
Audit	Additional expenditure in 2021-22 for Drysdale landfill operations audit services and other internal audit programs.

4.2 Balance Sheet

4.2.1 Assets

Property, infrastructure, plant and equipment	Increased due to the level of internal capital expenditure plus an increase in subdivision assets received from developers.

4.2.2 Liabilities

Interest-bearing liabilities	Increased due to Loans for Capital projects to be drawn down during the 2021-22 year.

4.2.3 Borrowings

The table below shows information on borrowings specifically required by the Regulations.

	Forecast 2020-21 $	Budget 2021-22 $	2022-23 $	2023-24 $	Projections 2024-25 $
Amount borrowed as at 30 June of the prior year	82,608	117,429	186,579	218,378	239,477
Amount proposed to be borrowed	45,000	**82,298**	50,039	42,553	36,774
Amount projected to be redeemed	(10,179)	**(13,148)**	(18,240)	(21,454)	(23,353)
Amount of borrowings as at 30 June	117,429	**186,579**	218,378	239,477	252,898

The capital program of the City in 2021-22 is the largest program to date. Increased borrowings will assist in funding this this program. Additional borrowings in 2021-22 of $82.3m consist of $60.0m for new project items, including developer contribution projects and funding to complete the Civic precinct, with a further $22.3m being carried over from prior years.

4.2.4 Leases by category

As a result of the introduction of *AASB 16 Leases*, right-of-use assets and lease liabilities have been recognised as outlined in the table below.

	Forecast 2020-21 $	Budget 2021-22 $
Right-of-use assets		
Property	3,101	**494**
Vehicles	18	**8**
Other, etc.	-	**-**
Total right-of-use assets	3,119	**501**
Lease liabilities		
Current lease Liabilities		
Land and buildings	2,762	**218**
Plant and equipment	11	**7**
Other, etc.	-	**-**
Total current lease liabilities	2,772	**226**
Non-current lease liabilities		
Land and buildings	511	**292**
Plant and equipment	8	**1**
Other, etc.	-	**-**
Total non-current lease liabilities	518	**293**
Total lease liabilities	3,290	**519**

Where the interest rate applicable to a lease is not expressed in the lease agreement, Council applies the average incremental borrowing rate in the calculation of lease liabilities. The current incremental borrowing rate is 3%.

4.3 Statement of changes in Equity

4.3.1 Reserves

Small increase in the 2020-21 year due to increased Developer Contribution receipts being transferred into the reserve account.

4.3.2 Equity

Major increase is as a result of the surplus, largely driven by non-monetary contributions.

4.4 Statement of Cash Flows

4.4.1 Net cash flows provided by/used in operating activities

Rates and charges	Increase in expected revenue due to growth within the municipality and a 1.5% average rate increase.
User Fees	Reduction in 2020-21 due to the impact of the COVID-19 pandemic, notably regarding the closure of leisure centres and lower car parking fees and utilisation.
Employee Costs	Increased employee costs due to requirements to support service growth, cultural initiatives and salary and superannuation inflation.

4.4.2 Net cash flows provided by/used in investing activities

Payments for property, infrastructure, plant and equipment	Increased expenditure in 2021-22 due to higher developer contribution projects, asset renewal and other community related initiatives and carried over projects not completed in 2020-21.
Proceeds from sale of property, infrastructure, plant and equipment	Increased asset sales budgeted in 2021-22, which will assist with the funding of the capital program.

4.4.3 Net cash flows provided by/used in financing activities

Proceeds from borrowings	Increased loan borrowings to be drawn down during the year to fund capital projects.

4.5 Capital works program

This section presents a listing of the capital works projects that will be undertaken for the 2021-22 year, classified by expenditure type and funding source. Works are also disclosed as current budget or carried forward from prior year.

4.5.1 Summary

	Forecast 2020-21 $'000	Budget 2021-22 $'000	Change $'000	%
Property	72,244	**108,921**	36,677	**50.8%**
Plant and equipment	20,643	**12,867**	(7,776)	**(37.7%)**
	100,338	**86,827**	(13,511)	**(13.5%)**
Total (before carryover)	193,225	**208,615**	15,390	**8.0%**
Carryover from prior year	-	**22,282**	22,282	**100.0%**
Carryover to next year	(22,282)	**(25,857)**	(3,575)	**16.0%**
Total	170,943	**205,040**	34,097	**19.9%**

	Project Cost	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Property	108,921	103,920	3,203	**1,798**	7,625	6,633	45,969	48,694
Plant and equipment	12,867	4,862	7,958	**47**	1,500	-	8,167	3,200
Infrastructure	86,827	48,932	28,413	**9,482**	8,668	22,779	24,977	30,404
Total (before carryover)	**208,615**	**157,715**	**39,574**	**11,326**	**17,793**	**29,412**	**79,112**	**82,298**
Carryover from prior year	22,282	20,937	435	910	-	-	22,282	-
Carryover to next year	(25,857)	(25,857)	-	-	-	-	(25,857)	-
Total	**205,040**	**152,795**	**40,009**	**12,236**	**17,793**	**29,412**	**75,538**	**82,298**

The 2021-22 program of $208.6m is detailed in Appendix 2. The program highlights the significant allocation of funds to new assets relative to renewal and upgrade. The capital works to be carried over from 2020-21 total $22.3m and is summarised below in table 4.5.3.

4.5.2 Current Budget

Capital Works Area	Project Cost	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
PROPERTY								
Buildings	69,387	64,587	3,102	1,698	6,725	-	31,912	30,750
Community Facilities	10,590	10,388	102	100	900	6,633	981	2,076
Land	28,945	28,945	-	-	-	-	13,077	15,868
TOTAL PROPERTY	**108,921**	**103,920**	**3,203**	**1,798**	**7,625**	**6,633**	**45,969**	**48,694**
PLANT AND EQUIPMENT								
Fleet	6,727	410	6,317	-	-	-	6,727	-
Minor Plant and Equipment	245	130	69	47	-	-	245	-
Computers and Telecommunications	5,895	4,322	1,572	-	1,500	-	1,195	3,200
TOTAL PLANT AND EQUIPMENT	**12,867**	**4,862**	**7,958**	**47**	**1,500**	**-**	**8,167**	**3,200**
INFRASTRUCTURE								
Parks and Leisure	31,379	21,657	2,010	7,712	3,510	12,409	2,552	12,908
Roads	23,264	5,418	17,561	286	2,658	6,623	4,919	9,065
Drainage	6,021	3,582	2,439	-	-	2,320	2,490	1,212
Footpaths and Bikepaths	9,308	5,459	3,788	61	2,500	1,428	3,469	1,911
Kerb and Channel	2,425	85	2,340	-	-	-	2,425	-
Waste Management	1,152	1,152	-	-	-	-	1,152	-
Streetscapes	7,931	6,408	100	1,423	-	-	2,623	5,308
Other	5,346	5,171	175		-	-	5,346	-
TOTAL INFRASTRUCTURE	**86,827**	**48,932**	**28,413**	**9,482**	**8,668**	**22,779**	**24,977**	**30,404**
TOTAL NEW CAPITAL WORKS	**208,615**	**157,715**	**39,574**	**11,326**	**17,793**	**29,412**	**79,112**	**82,298**

4.5.3 Works carried forward from the 2020-21 year

Capital Works Area	Project Cost	Asset expenditure types			Summary of Funding Sources			
		New	Renewal	Upgrade	Grants	Contrib.	Council cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
PROPERTY								
Buildings	0	0	0	0	-	-	-	-
Community Facilities	2,270	2,205	25	40	-	-	2,270	-
Land	4,200	4,200	-	-	-	-	4,200	-
TOTAL PROPERTY	**6,470**	**6,405**	**25**	**40**	**-**	**-**	**6,470**	**-**
PLANT AND EQUIPMENT								
Fleet	-	-	-	-	-	-	-	-
Minor Plant and Equipment	-	-	-	-	-	-	-	-
Computers and Telecommunications	200	200	-	-	-	-	200	-
TOTAL PLANT AND EQUIPMENT	**200**	**200**	**-**	**-**	**-**	**-**	**200**	**-**
INFRASTRUCTURE								
Parks and Leisure	5,312	4,632	60	620	-	-	5,312	-
Roads	1,850	1,850	-	-	-	-	1,850	-
Drainage	4,950	4,950	-	-	-	-	4,950	-
Footpaths and Bikepaths	3,050	2,800	250	-	-	-	3,050	-
Kerb and Channel	-	-	-	-	-	-	-	-
Waste Management	200	100	100	-	-	-	200	-
Streetscapes	250	-	-	250	-	-	250	-
Other	-	-	-	-	-	-	-	-
TOTAL INFRASTRUCTURE	**15,612**	**14,332**	**410**	**870**	**-**	**-**	**15,612**	**-**
TOTAL CARRIED FORWARD CAPITAL WORKS 2020-21	**22,282**	**20,937**	**435**	**910**	**-**	**-**	**22,282**	**-**

Summary of Planned Capital Works Expenditure
For the four years ended 30 June 2025

2022-23	Asset Expenditure Types				Funding Sources				
	Total	New	Renewal	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Property									
Buildings	57,888	50,469	3,794	3,626	57,888	10,086	0	45,602	2,200
Community Facilities	43,170	42,107	104	960	43,170	1,425	28,105	1,240	12,400
Land	879	879	0	0	879	0	0	879	0
Total Property	**101,937**	**93,454**	**3,897**	**4,586**	**101,937**	**11,511**	**28,105**	**47,722**	**14,600**
Plant and Equipment									
Fleet	5,110	0	5,110	0	5,110	0	0	5,110	0
Minor Plant and Equipment	250	133	70	48	250	0	0	250	0
Computers and Telecommunications	2,730	1,127	1,604	0	2,730	0	0	2,730	0
Total Plant and Equipment	**8,091**	**1,259**	**6,784**	**48**	**8,091**	**0**	**0**	**8,091**	**0**
Infrastructure									
Parks and Leisure	42,171	29,108	3,719	9,344	42,171	10,492	360	7,179	24,140
Roads	30,328	8,630	19,127	2,571	30,328	2,151	2,830	23,020	2,327
Drainage	12,732	9,518	3,214	0	12,732	0	4,580	5,782	2,370
Footpaths and Bikepaths	10,789	6,541	4,248	0	10,789	610	1,436	5,698	3,045
Kerb and Channel	3,237	750	2,487	0	3,237	0	0	3,237	0
Waste Management	638	638	0	0	638	0	0	638	0
Streetscapes	6,342	5,557	102	683	6,342	0	0	2,785	3,557
Other	5,363	5,185	179	0	5,363	0	0	5,363	0
Net Carryover	(14,847)	(14,847)	0	0	(14,847)	0	0	(14,847)	0
Total Infrastructure	**96,752**	**51,078**	**33,076**	**12,598**	**96,752**	**13,252**	**9,206**	**38,855**	**35,439**
Total Capital Works Expenditure	**206,780**	**145,792**	**43,756**	**17,231**	**206,780**	**24,763**	**37,311**	**94,667**	**50,039**

2023-24	Asset Expenditure Types				Funding Sources				
	Total	New	Renewal	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Property									
Buildings	13,461	4,470	4,536	4,454	13,461	26	0	10,435	3,000
Community Facilities	34,266	33,661	106	500	34,266	0	18,016	500	15,750
Land	18,148	18,148	0	0	18,148	0	0	18,148	0
Total Property	**65,875**	**56,279**	**4,642**	**4,954**	**65,875**	**26**	**18,016**	**29,083**	**18,750**
Plant and Equipment									
Fleet	5,212	0	5,212	0	5,212	0	0	5,212	0
Minor Plant and Equipment	255	135	71	49	255	0	0	255	0
Computers and Telecommunications	2,767	1,131	1,636	0	2,767	0	0	2,767	0
Total Plant and Equipment	**8,234**	**1,267**	**6,919**	**49**	**8,234**	**0**	**0**	**8,234**	**0**
Infrastructure									
Parks and Leisure	18,770	7,806	4,889	6,075	18,770	4,250	576	2,569	11,375
Roads	29,463	8,082	20,881	500	29,463	2,140	1,920	23,235	2,167
Drainage	13,586	9,433	4,153	0	13,586	0	5,566	4,184	3,836
Footpaths and Bikepaths	12,416	7,707	4,709	0	12,416	622	1,361	4,007	6,425
Kerb and Channel	2,635	0	2,635	0	2,635	0	0	2,635	0
Waste Management	6,651	651	6,000	0	6,651	0	0	6,651	0
Streetscapes	1,007	150	104	753	1,007	0	0	1,007	0
Other	5,430	5,248	182	0	5,430	0	0	5,430	0
Net Carryover	15,619	15,619	0	0	15,619	0	0	15,619	0
Total Infrastructure	**105,576**	**54,696**	**43,552**	**7,328**	**105,576**	**7,012**	**9,424**	**65,337**	**23,803**
Total Capital Works Expenditure	**179,686**	**112,241**	**55,114**	**12,331**	**179,686**	**7,038**	**27,440**	**102,655**	**42,553**

2024-25	Asset Expenditure Types				Funding Sources				
	Total	New	Renewal	Upgrade	Total	Grants	Contributions	Council Cash	Borrowings
	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Property									
Buildings	10,635	72	6,080	4,483	10,635	27	0	7,608	3,000
Community Facilities	30,269	25,128	108	5,034	30,269	0	20,999	5,033	4,237
Land	399	399	0	0	399	0	0	399	0
Total Property	**41,303**	**25,599**	**6,188**	**9,517**	**41,303**	**27**	**20,999**	**13,041**	**7,237**
Plant and Equipment									
Fleet	5,316	0	5,316	0	5,316	0	0	5,316	0
Minor Plant and Equipment	260	138	73	50	260	0	0	260	0
Computers and Telecommunications	1,904	236	1,668	0	1,904	0	0	1,904	0
Total Plant and Equipment	**7,481**	**374**	**7,058**	**50**	**7,481**	**0**	**0**	**7,481**	**0**
Infrastructure									
Parks and Leisure	23,136	16,527	5,309	1,300	23,136	0	14,045	-19,260	28,351
Roads	25,836	5,095	20,241	500	25,836	2,729	1,395	20,671	1,042
Drainage	8,452	3,637	4,815	0	8,452	0	898	7,554	0
Footpaths and Bikepaths	14,433	9,162	5,271	0	14,433	3,635	489	10,166	143
Kerb and Channel	2,783	0	2,783	0	2,783	0	0	2,783	0
Waste Management	4,414	664	3,750	0	4,414	0	0	4,414	0
Streetscapes	106	0	106	0	106	0	0	106	0
Other	5,499	5,313	186	0	5,499	0	0	5,499	0
Net Carryover	8,855	8,856	0	0	8,856	0	0	8,856	0
Total Infrastructure	**93,516**	**49,253**	**42,462**	**1,800**	**93,516**	**6,364**	**16,827**	**40,789**	**29,536**
Total Capital Works Expenditure	**142,300**	**75,226**	**55,708**	**11,367**	**142,300**	**6,390**	**37,826**	**61,310**	**36,774**

FINANCIAL PERFORMANCE INDICATORS

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be interpreted in the context of the organisation's objectives.
The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the Local Government (Planning and Reporting) Regulations 2020. Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator / Measure Measure	Notes	Actual	Forecast	Budget	Projections			Trend
		2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	+/o/-
Operating position								
Adjusted underlying result								
Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-6.1%	-1.0%	**2.3%**	3.7%	0.5%	0.3%	o
Liquidity								
Working Capital								
Current assets/current liabilities	2	112.8%	108.0%	**123.3%**	123.2%	102.8%	111.9%	o
Unrestricted cash								
Unrestricted cash/current liabilities	3	70.2%	61.5%	**71.7%**	72.8%	53.3%	62.4%	o
Obligations								
Indebtedness								
Non-current liabilities / own source revenue		30.3%	37.2%	**51.4%**	56.7%	59.6%	59.1%	+
Loans and borrowings								
Interest bearing loans and borrowings / rate revenue	4	34.3%	46.1%	**69.5%**	77.1%	80.2%	80.6%	+
Interest and principal repayments on interest bearing loans and borrowings / rate revenue		4.6%	5.1%	**6.3%**	8.3%	9.2%	9.5%	+
Asset renewal								
Asset renewal and upgrade expense / Asset depreciation	5	50.6%	46.9%	**51.9%**	53.3%	63.9%	61.5%	o
Stability								
Rates concentration								
Rate revenue / adjusted underlying revenue	6	64.0%	65.4%	**60.2%**	61.3%	64.1%	66.5%	o
Rates effort								
Rate revenue / CIV of rateable properties in the municipality		0.3%	0.3%	**0.3%**	0.3%	0.3%	0.3%	o
Efficiency								
Expenditure level								
Total expenses/ no. of property assessments		$3,153	$3,089	**$3,181**	$3,166	$3,227	$3,292	+
Revenue level								
Total rate revenue / no. of property assessments		$1,618	$1,671	**$1,730**	$1,824	$1,861	$1,900	+

Key to Forecast Trend:

+ Forecasts improvement in Council's financial performance/financial position indicator

o Forecasts that Council's financial performance/financial position indicator will be steady

- Forecasts deterioration in Council's financial performance/financial position indicator

Notes to indicators

1. Adjusted underlying result

Changing recurrent surplus whilst underlying revenue continues to increase. The City will return to surplus from 2022-23.

2. Working Capital

Increase in current liabilities balance due to drawing down of loans in 2021-22 and future years offset by stable cash balances.

3. Unrestricted Cash

Increase in draw down of loans in 2021-22 increases the current liabilities balance.

4. Debt compared to rates

Increase in loan borrowings in 2021-22 and future years is greater than the increase in rates revenue in 2021-22 but is offset thereafter.

5. Asset renewal

Expenditure on renewal projects is increasing, however depreciation expense is also rising due to the growth in the asset base.

6. Rates concentration

No material variation.

APPENDICES

Appendix 1	Budgeted Income Statement
Appendix 2	2021-22 Capital Project Listing by Asset Category
Appendix 3	2021-22 Non Capital Projects – New and Increased Initiatives
Appendix 4	Community Investment & Support Fund 2021-22
Appendix 5	Fees and Charges Summary
Appendix 6	2021-22 Fees and Charges Listing
Appendix 7	Glossary

BUDGETED INCOME STATEMENT

	Budget 2020-21 $'000	Forecast 2020-21 $'000	Budget 2021-22 $'000	Projections 2022-23 $'000	2023-24 $'000	2024-25 $'000
RECURRENT INCOME						
Rates and Charges	254,042	254,819	268,323	283,072	298,677	313,794
Government Grants	45,907	68,781	62,275	64,421	65,710	67,024
User Charges	50,943	38,057	57,979	64,189	65,092	66,394
Other Fees and Charges	15,877	13,286	15,759	16,121	16,492	16,872
Sundry Income	4,236	5,481	4,494	4,584	4,676	4,769
Interest Investments	1,400	609	1,225	1,556	1,631	1,482
Total Recurrent Income	**372,405**	**381,033**	**410,055**	**433,943**	**452,277**	**470,334**
RECURRENT EXPENDITURE						
Employee Related						
Salaries	169,903	170,624	180,326	184,445	191,310	200,213
Workcover	2,724	2,664	2,759	2,842	2,927	3,015
	172,627	173,288	**183,085**	187,287	194,237	203,228
Goods and Services						
General Works - Materials	7,734	8,066	8,590	8,762	8,937	9,116
General Works - Plant, Vehicle Costs	8,609	7,731	9,312	9,498	9,688	9,882
General Works - External Services	103,050	96,625	106,702	105,669	112,352	118,258
Administration	11,246	8,506	11,609	11,241	11,466	11,696
Interest Expense	3,336	2,915	3,876	5,183	5,891	6,319
Professional Services	8,278	8,894	9,724	9,918	10,117	10,319
Utilities	12,232	9,796	10,559	9,570	9,762	9,957
Efficiency Dividend	(2,400)	0	(1,600)	0	0	0
	152,085	142,533	**158,772**	159,842	168,213	175,546
Depreciation	72,263	73,465	76,287	82,101	86,206	90,517
(Gain)/Loss on Sale of Plant & Equipment	59	(63)	(24)	(222)	(205)	(236)
Total Recurrent Expenditure	**397,034**	**389,223**	**418,120**	**429,008**	**448,452**	**469,054**
Recurrent Surplus / (Deficit)	**(24,629)**	**(8,190)**	**(8,065)**	**4,936**	**3,826**	**1,280**
NON-RECURRENT INCOME						
Capital Grants and Income	16,801	24,758	17,845	26,816	9,132	8,526
Developer Cash Contributions	14,510	34,333	29,360	37,258	27,386	37,771
Gain / (Loss) on Sale of Property	9,495	4,231	18,438	12,226	(1,546)	0
Recognition of Infrastructure	75,000	80,000	80,000	90,000	90,000	90,000
Total Non-Recurrent Income	**115,805**	**143,322**	**145,643**	**166,300**	**124,972**	**136,297**
NON-RECURRENT EXPENDITURE						
Loss on Disposal of Infrastructure	5,570	5,570	6,080	3,500	3,500	3,500
Non Council Assets/Prior Yr Adj	0	3,663	0	0	0	0
Total Non-Recurrent Expenditure	**5,570**	**9,233**	**6,080**	**3,500**	**3,500**	**3,500**
Non-Recurrent Surplus / (Deficit)	**110,235**	**134,089**	**139,563**	**162,800**	**121,472**	**132,797**
NET SURPLUS / (DEFICIT)	**85,606**	**125,899**	**131,498**	**167,736**	**125,298**	**134,077**

2021-22 to 2024-25 CAPITAL PROJECTS PROGRAM

Project Name	Description	2021-22			2022-23	2023-24	2024-25
		Expenditure $	Income	Net Cost	Net Cost	Net Cost	Net Cost
Building Design - Core Program	Emergency design requirements for safety and emerging priorities, and specifications for sports floodlighting.	22,838	-	22,838	23,294	23,760	24,235
Building Renewals - Core Program	Annual building renewals fund. Includes funding for Council Assets; new roof replacements and switchboard upgrades.	3,101,519	-	3,101,519	3,793,549	4,536,420	6,080,149
Capital Projects Design - Core Program	Design work on capital projects.	44,660	-	44,660	45,553	46,464	47,394
Children Services Facilities Upgrades - Core Program	Upgrade of children's service facilities including childcare centres, kindergartens and occasional care venues to ensure compliance with children service regulations and continuation of service delivery.	411,075	-	411,075	419,297	427,682	436,236
Civic Accommodation Project	Construction of the City's new civic precinct.	54,200,000	-	54,200,000	-	-	-
Community Halls Upgrade - Core Program	Upgrades to major halls to maintain a standard of venue delivery.	222,285	-	222,285	226,731	231,265	235,891
Convention & Exhibition Centre - Public Realm	Contribution to the external urban space that will be publicly accessible around the site of the proposed Geelong Convention and Exhibition Centre. Funding for the Geelong Convention and Exhibition Centre has been included in a landmark City Deal which includes commitments from the Federal Government, Victorian Government and the City of Greater Geelong.	3,000,000	-	3,000,000	-	-	-
Cultural Venues	Develop business cases and design for the Geelong Art Gallery, National Wool Museum and Potato Shed.	300,000	-	300,000	200,000	-	-
Disability Access - Core Program	Identification and completion of works, designs, plans and estimates of community facilities to enable equal accessibility to people with disabilities.	345,100	-	345,100	352,002	359,042	366,223
Emergency Messaging System	Retrofit emergency messaging system in seven child care facilities to maintain staff and child safety.	460,000	-	460,000	-	-	-
Milton St, Bell Park Public Toilet	Construction of public a toilet at Milton Street shopping precinct.	160,000	-	160,000	-	-	-
Northern Aquatic and Community Hub (Northern Arc)	Construction of the Northern Aquatic and Community Hub development. Total project cost is expected to be $61.5m, being $16.7m funding support from the State Government, $8.5m from the Federal government $8.3m and a contribution from council of $44.7m.	6,700,000	6,700,000	-	40,340,000	4,400,000	-
Office Alteration / Improvements - Core Program	Minor office alterations and improvements.	87,351	-	87,351	89,098	90,880	92,697

2021-22 to 2024-25 CAPITAL PROJECTS PROGRAM

Project Name	Description	2021-22			2022-23	2023-24	2024-25
		Expenditure $	Income	Net Cost	Net Cost	Net Cost	Net Cost
Osborne House Remedial Works	Remediation works to bring the building to an occupiable state.	-	-	-	2,000,000	3,000,000	3,000,000
Potato Shed Facility Renewal - Core Program	Ongoing funding as part of agreement between the City, Bellarine Secondary College and Catholic Regional College for critical facility maintenance and improvement.	68,000	25,091	42,909	43,767	44,643	45,536
Toilet Block Renewal / Replacement - Core Program	Public toilet refurbishments	263,900	-	263,900	269,178	274,562	280,053
Total Buildings		**69,386,727**	**6,725,091**	**62,661,637**	**47,802,469**	**13,434,719**	**10,608,413**
Armstrong Creek East Precinct - LAC active open space reserve - community pavilion	DCP funded project required to design and construct the Armstrong Creek East Precinct Local Activity Centre Community Sports Pavilion.	-	-	-	-	120,138	1,596,113
Armstrong Creek East Precinct Local Activity Centre - Community complex construction	Armstrong Creek East Precinct Local Activity Centre - Design and construction of a new Hub including early years and community spaces.	-	-	-	100,000	927,242	4,622,588
Armstrong Creek Town Centre Library & Learning Hub Design	Planning and construction of a library and learning hub in the Armstrong Creek Town Centre. (CI_CF_1)	225,000	-	225,000	14,000,000	5,850,000	100,000
Armstrong Creek West Community Hub - Design and Construction	Armstrong Creek West Community Hub - Design and construction of a new Hub including a kindergarten, MCH and community spaces.	4,000,000	900,000	3,100,000	7,106,000	-	-
Armstrong Creek West Precinct - Neighbourhood Activity Centre Active Open Space - Community Pavilion (Northern)	DCP funded project required to design and construct the Armstrong Creek West Neighbourhood Activity Centre Community Sports Pavilion (CI-OS-2)	-	-	-	-	50,000	324,254
Barwon Heads Arts & Community Hub	Design and construction of the Barwon Heads Arts & Community Hub. 2018 State Election commitment with funding through Regional Development Victoria - Regional Jobs & Infrastructure Fund.	940,000	-	940,000	- 300,000	-	-
Bell Park / Bell Post Hill Enhanced Early Years and Community Hub	Design and construction for an early years and community hub to integrate and co-locate existing services including Bell Park Hill and Bell Park Kindergarten and Maternal Child Health centres including flexible community space. Land was acquired in the 2019-20 financial year. Construction expected to commence in 2023-24.	100,000	-	100,000	400,000	3,750,000	3,750,000
Bloinks Reserve Master Plan	Development of the Bloinks Reserve Master Plan, Detailed design and delivery of reserve. DI_OS_07 - LAC active open space reserve - playing fields and bowling greens.	200,000	-	200,000	350,000	3,478,706	3,478,706
Chilwell Library	Concept plans to be completed in 2021-22 for community hub, meeting rooms and toilets at Chilwell Library.	100,000	-	100,000	900,000	-	-
Community Complex - LAC - Construction	Armstrong Creek West Precinct. Design and construction of a new Hub including early years and community spaces.	-	-	-	-	100,000	5,039,235
Community Complex - Neighbourhood Activity Centre - Construction	Armstrong Creek - Horseshoe Bend Precinct Neighbourhood Activity Centre. Design and construction of a new hub including early years and community spaces.	-	-	-	60,000	500,000	5,033,524

2021-22 to 2024-25 CAPITAL PROJECTS PROGRAM

Project Name	Description	2021-22			2022-23	2023-24	2024-25
		Expenditure $	Income	Net Cost	Net Cost	Net Cost	Net Cost
Concrete Core Replacement Program	The Concrete/Concourse Core Replacement Program is an annual planned replacement program that is essential to the leisure and aquatic centre operations. The program addresses the ageing infrastructure of the concrete and concourse surfaces at the leisure and aquatic centres.	101,500	-	101,500	103,530	105,601	107,713
Drysdale Library	Construction of a new library in Drysdale.	3,128,000	-	3,128,000	5,428,000	100,000	-
Eastern Multipurpose Community Centre - Construction	Lara West - Eastern Child and Community Centre Design & Construction, including early years and community spaces.	50,000	-	50,000	500,000	4,917,672	4,917,672
Eversley Street Community Facility Redevelopment Project	Redevelopment of the Eversley Street community facility from an early year's site to a multipurpose community hub.	750,000		750,000	-	-	-
Jetty Road Children's & Community Hub	Design and development of the Jetty Road Children's and Community Centre to meet the needs of the expanding population in the Curlewis growth area. Facility to include development of an early childhood and maternal services area and neighbourhood community hub (C002 DCP - JR)	100,000	-	100,000	1,848,905	3,118,248	1,299,270
Labuan Square – Norlane Renewal Project	To undertake community and stakeholder engagement and produce plans for renewal of the public spaces.	125,000	-	125,000	-	-	-
Lara Early Years Library and Community Hub - Design and Construction	DCP funded project required to design and construct the permanent Lara Regional Library to replace the existing temporary library.	620,000	-	620,000	9,248,769	9,248,729	-
Regional Livestock and Information Exchange	Project funding is subject to outcomes of feasibility study.	150,000	-	150,000	2,000,000	2,000,000	-
Total Community Facilities		**10,589,500**	**900,000**	**9,689,500**	**41,745,204**	**34,266,336**	**30,269,075**
Armstrong Creek land acquisition program	Land acquisition required to support the Armstrong Creek DCP Precincts.	28,644,629	-	28,644,629	572,886	17,836,090	80,714
New Corio / New Station Estates Voluntary Purchase Scheme	Purchase of land in the New Corio and New Station Estates Corio, being old and inappropriate subdivisions comprising total of 847 small lots.	300,000	-	300,000	306,000	312,120	318,362
Total Land		**28,944,629**	**-**	**28,944,629**	**878,886**	**18,148,210**	**399,076**
TOTAL PROPERTY		**108,920,856**	**7,625,091**	**101,295,765**	**90,426,559**	**65,849,264**	**41,276,564**
Dumped Rubbish Vehicle	The purchase of an operational vehicle and dedicated collection truck due to the increasing quantity of illegal dumping of material in the community.	410,000	-	410,000	-	-	-
Heavy and Dedicated Plant Replacement	Heavy and dedicated plant replacement core program.	3,962,000	-	3,962,000	2,755,000	2,810,100	2,866,302
Light Fleet	Light fleet replacement core program.	2,355,000	-	2,355,000	2,355,000	2,402,100	2,450,142
Total Fleet		**6,727,000**	**-**	**6,727,000**	**5,110,000**	**5,212,200**	**5,316,444**
Furniture Replacement	Furniture and equipment replacement.	46,690	-	46,690	47,624	48,576	49,548
Minor Plant & Equipment - Replacements	Minor plant and equipment replacement.	68,513	-	68,513	69,883	71,280	72,706
Public Art Strategy Project Delivery	To deliver on the public art strategy.	130,000	-	130,000	132,600	135,252	137,957
Total Minor Plant and Equipment		**245,203**	**-**	**245,203**	**250,107**	**255,109**	**260,211**

2021-22 to 2024-25 CAPITAL PROJECTS PROGRAM

Project Name	Description	2021-22			2022-23	2023-24	2024-25
		Expenditure $	Income	Net Cost	Net Cost	Net Cost	Net Cost
Cyber Security	Funding to establish an organisation wide information security management system and cyber security risk management framework to manage changing security identify management and information protection needs of the organisation.	400,000	-	400,000	400,000	400,000	-
Digital Modernisation	Implementation of the City's Information and Communications Technology Strategy.	3,200,000	-	3,200,000	-	-	-
IT Asset Replacement Program	IT Hardware replacement cycle for end of life IT assets.	1,572,235	-	1,572,235	1,603,680	1,635,753	1,668,468
Minor IT Acquisitions Program	Core program.	222,285	-	222,285	226,731	231,265	235,891
Public Wi-Fi & Enhanced Broadband Geelong Pilot	In partnership with the State Government to support infrastructure and contractual agreements to provide scalable and sustainable technology installation and usage for the City of Greater Geelong and the community. This includes installing fibre optic cabling, Smart Nodes activations and enabling enhanced broadband/high speed internet facilities.	500,000	1,500,000	- 1,000,000	500,000	500,000	-
Total Computers and Telecommunications		**5,894,520**	**1,500,000**	**4,394,520**	**2,730,410**	**2,767,019**	**1,904,359**
TOTAL PLANT AND EQUIPMENT		**12,866,723**	**1,500,000**	**11,366,723**	**8,090,517**	**8,234,327**	**7,481,014**
Anakie Football/Netball Club	Upgrade to club social rooms and lighting repair on training netball courts.	80,000	-	80,000	2,120,000	-	-
Aquatic Play Equipment Maintenance and Upgrades	The Aquatic Play Equipment Core Renewal and Upgrade Program is an annual planned asset management program that is essential to the leisure and aquatic centre operations. The program addresses equipment renewal and upgrade of aquatic play structure at the 4 Leisure Centres and 2 outdoor pools.	121,800	-	121,800	124,236	126,721	129,255
Armstrong Creek Greenway Improvements	Greenway improvements on Burvilles Road between Peaceful Avenue and Horseshoe Bend Road and on Paddock Road between HSB Road and Whitehaven Chase. (DI_TR_2)	29,873	-	29,873	59,745	59,745	59,745
Armstrong Creek West - Playground Equipment - Local parks (5 no.)	Developer delivered works on playground equipment in the Armstrong Creek West precinct.	-	-	-	-	-	148,665
Armstrong Creek West Neighbourhood - Play Fields and Bowling Greens NAC Active Open Space	Design and Construction of sporting fields and supporting infrastructure (fencing, irrigation lighting, paths etc) within the Armstrong Creek West Neighbourhood Active Open Space Reserve.	-	-	-	50,000	150,000	3,371,816
Barwarre Road South Greenway improvement Works	Greenway improvements along Barwarre Road South. (DI_TR_3)	49,754	-	49,754	49,754	49,754	49,754
Barwon Heads Bowling Club	Deliver a new pavilion for the Barwon Heads Bowling Club which will support and service Bowls Club members and the broader Barwon Heads Community.	120,000	200,000	- 80,000	580,000	-	-
Corio Football / Cricket Club change rooms upgrade	Shell Reserve, Corio. Change facilities upgrade - Gender neutral change facilities. Identified in SIP for Detailed design and implementation over 4years.	250,000	250,000	-	3,081,000	-	-

2021-22 to 2024-25 CAPITAL PROJECTS PROGRAM

Project Name	Description	2021-22			2022-23	2023-24	2024-25
		Expenditure $	Income	Net Cost	Net Cost	Net Cost	Net Cost
Dog Parks	Develop a series dedicated off leash and play spaces for dogs using the Fenced Dogs Park Siting, Design and Management Guidelines in Geelong West / Newtown and St Albans / Newcombe areas.	150,000	-	150,000	-	-	-
Drewan Park Reinstatement of Open Space (demolition of existing dwelling)	Demolish existing dwelling and complete reparation works to return to public open space, with the potential to include a playground.	150,000	-	150,000	-	-	-
Drysdale Sporting Precinct Master Plan Implementation	Design and construction of the Drysdale Sub-Regional Sporting Precinct Masterplan. Builds upon existing uses and to ultimately deliver on the strategic (and sustainable) vision for the precinct.	200,000	-	200,000	- 250,000	750,000	5,000,000
Environment Reserves Capital Improvements	Core program of priority capital works as identified in adopted conservation and environment reserves management plans.	543,804	-	543,804	554,680	565,774	577,089
FC Leopold Masterplan	Upgrades to facilities at soccer facilities at Estuary Estate.	1,850,000	-	1,850,000	- 25,000	-	-
Foreshore Reserve- Improvements	Protection and rehabilitation of the foreshore reserve	-	-	-	-	-	703,577
Ground Renovation Program	Core program for improvements to sports fields and grounds.	233,537	-	233,537	238,208	242,972	247,832
Grovedale – Burdoo Reserve Playground Upgrade	Playground upgrade at Burdoo Reserve.	40,000	-	40,000	-	-	-
Grovedale Football Club	Funding to meet shortfall in Federal Government funding for upgrade of Grovedale Football Club Sports Pavilion. Federal Government committed $250k which will be paid directly to the club.	60,000	-	60,000	-	-	-
Gymnasium Equipment Changeover	The Gymnasium Equipment Core Replacement Program is part of Leisure Services rolling gymnasium asset replacement program.	695,000	-	695,000	644,000	553,000	363,000
Hume Reserve, Bell Park Pavilion Replacement and gender neutral change facilities.	Demolition of existing facilities and installation of new fit for purpose pavilion including gender neutral change facilities.	2,850,000	-	2,850,000	-	-	-
Irrigation Asset Renewal	Core renewal of irrigation-related assets that are in need of improvement.	281,400	-	281,400	287,028	292,769	298,624
Landy Field	Refurbishment of facilities (including pavilion upgrade).	400,000	-	400,000	4,600,000	1,000,000	-
Lara Golf Club	Scoping study for water sustainability and new irrigation system	225,000	-	225,000	1,000,000	1,000,000	-
Lara Recreation Reserve Masterplan Project - Stage 1	Implementation of the Lara Recreation Reserve Masterplan. Builds upon existing uses and to ultimately deliver on the Masterplan's strategic and sustainable vision for the precinct.	250,000	25,000	225,000	-	-	-
Lara Recreation Reserve Master Plan - Stage 2 Implementation – Oval 3/Baseball Project	1.Provide new Oval 3 multi-purpose building $2,300,000 2.Reconstruct baseball field to new orientation $220,000 3.Provide new baseball training and practice shed $55,000 4.Seal all access roads and car parks $250,000 5.Provide floodlighting for baseball field $300,000 6.Remove temporary buildings currently used by baseball club $20,000	315,000	-	315,000	2,830,000	-	-

2021-22 to 2024-25 CAPITAL PROJECTS PROGRAM

Project Name	Description	2021-22			2022-23	2023-24	2024-25
		Expenditure $	Income	Net Cost	Net Cost	Net Cost	Net Cost
Leisurelink 50m Pool Replacement	Stage 1 of the project to provide detailed engineering design and documentation for contract procurement. The project is to replace 50m prefabricated steel 50m pool at Leisurelink with a concrete pool. The pool was identified for replacement 5 years ago within a 10 year replacement plan. Implementation phase schedule for 2022-23.	6,600,000	-	6,600,000	-	-	-
Leisure Centre Renewal	Renewal program to restore Leisure Centres to their original condition.	100,000	-	100,000	600,000	900,000	1,000,000
Marshall Cricket Club - Practice facility development	Development of cricket practice nets and associated facilities. (100% Grant funded).	195,000	195,000	-	-	-	-
Moorpanyal Park	Development of Master Plan for Moorpanyal Park North Shore.	50,000	-	50,000	150,000	450,000	-
Mount Brandon - Masterplan	Continued implementation of works identified in the Master Plan.	-	-	-	1,286,900	496,250	-
Newcomb & District Cricket Club & Newcombe Netball Club	Upgrade of facilities; Practice Wicket, Surface and shelters.	-	-	-	350,000	-	-
Newcomb Football and Netball Club	Grinter Reserve Masterplan, including lighting upgrade and female friendly changeroom upgrade.	925,000	-	925,000	-	-	-
Northern Bellarine Aquatic Centre - Design and Construction	To provide a centre that will cater for the needs of a growing Northern Bellarine community and to meet the following requirements; 50m long pool, to be outdoors, to be heated, to have a hydro-therapy section, be suitable for school students and adults, to have a meeting room, a small gym/exercise section, a rehab facility and be central to the North Bellarine.	4,000,000	2,500,000	1,500,000	5,750,000	-	-
Ocean Grove - Collendina Reserve facility upgrade	Provide facility upgrades to existing pavilion, including gender neutral facilities. (100% Grant funded).	50,000	50,000	-	-	-	-
Ocean Grove Football and Netball Club Facilities Upgrade	Upgrade of the facilities at Shell Road Reserve in Ocean Grove to increase safety and participation. Works include a lighting upgrade, creation of additional seating and shelter, additional netting behind the southern goal end and a new scoreboard.	450,000	-	450,000	-	-	-
Open Space and Recreation Renewal	Renewal program to restore public open space assets to their original condition.	100,000	-	100,000	1,100,000	1,600,000	1,600,000
Playground Development Program Implementation	Playground development core program to bring existing playgrounds up to standard to legislative requirements and the needs of the community.	559,722	-	559,722	570,916	582,335	593,981
Polworth Pavilion and West Oval - Pavilion Construction	Completion of the construction of a new pavilion, including social areas and amenities.	100,000	-	100,000	-	-	-
Portarlington Recreation Reserve Master Plan	To deliver a Masterplan for the Portarlington Recreation Reserve to inform the future developments and investment at the reserve.	150,000	-	150,000	1,007,000	-	-
Province Blvd playground	Design and construction of playground.	50,000	-	50,000	250,000	-	-
Province Estate Highton - Wandana Gully Landscaping & Water Treatment (#2)	These works capture remediation, civil (Cholet Reserve – Green Space) and fully landscaping of higher embankments within Gully #02 including Cholet Reserve.	1,800,000	-	1,800,000	-	-	-

2021-22 to 2024-25 CAPITAL PROJECTS PROGRAM

Project Name	Description	2021-22			2022-23	2023-24	2024-25
		Expenditure $	Income	Net Cost	Net Cost	Net Cost	Net Cost
Province Estate Highton - Wandana Gully Landscaping & Water Treatment (#3)	These works capture remediation and fully landscaping of higher embankments within Gully #03.	75,000	-	75,000	650,000	-	-
Queens Park golf course redevelopment	Upgrade of Pavilion at Queens Park golf course.	50,000	-	50,000	150,000	2,800,000	-
Queens Park Golf Course Safety Netting	Safety nets to address the public risk of injury of errant golf balls escaping the Queens Park Driving Range.	250,000	-	250,000	-	-	-
Queens Park Golf Water Irrigation	The project will replace and upgrade the current aging irrigation infrastructure at Queens Park Golf Course. It will include a system expansion to include the driving range, greater playing area and 2 adjoining sports fields.	401,000	-	401,000	498,000	-	-
Regional Active Open Space - Play Fields	Design and Construction of sporting fields and supporting infrastructure (fencing, irrigation lighting, paths etc) within the Armstrong Creek West Regional Active Open Space Reserve.	-	-	-	-	100,000	5,881,561
Regional Active Open Space (Northern) - Play Fields	Design and construction of sporting fields and supporting infrastructure (fencing, irrigation lighting, paths etc) within the Horseshoe Bend Regional Active Open Space Reserve.	-	-	-	-	100,000	468,768
Regional facility for soccer	To be considered in future years post outcome of feasibility study.	-	-	-	-	-	-
Regional Park - playground equipment	Playground equipment to be provided within the Armstrong Creek East Precinct District park.	-	-	-	-	50,000	492,298
Relocation of Change Rooms (Estuary Reserve to Oakdene Oval)	To relocate portable change facilities and amenities from Estuary Reserve, Leopold and install at Oakdene Oval, Ocean Grove.	220,000	-	220,000	-	-	-
Rippleside Playground	Design and construct a new regional playground utilising universal design principles to replace the existing outdated, unsuitable facility and plan for the associated infrastructure such as path connections, accessible toilet and park infrastructure.	300,000	240,000	60,000	1,220,000	-	-
South Barwon Reserve (Cricket Training Facility)	A net cost to council of $250k, with $100k funding provided by Sport and Recreation Victoria (SRV). $90k of this funding has been received in the 2020-21 year, with the remaining $10k to come in 2022-23.	350,000	-	350,000	- 10,000	-	-
Sparrovale Wetlands Construction DCP - HBP	Construction of the Sparrovale Wetland for treatment and conveyance of stormwater flows from the Armstrong Creek Precincts (specifically Horseshoe Bend).	172,366	-	172,366	-	-	-
Sparrovale Wetlands Project Implementation DCP - HBP	Development of the Sparrovale Master Plan, ongoing maintenance and management of the Sparrovale Wetlands 550 hectare site.	410,000	-	410,000	350,472	350,472	350,472
Sports Lighting Upgrade Program - Infrastructure Stimulus Program	Government funded Community Sports Infrastructure Stimulus Program - New floodlighting at seven different reserves across the region, as follows: St Albans Recreation Reserve in Thomson, Osborne Park in North Geelong, Evans Reserve in Norlane, St Leonards Lake Reserve, Grinter Reserve in Newcomb, Winter Reserve in Belmont and Burdoo Reserve in Grovedale.	2,156,000	-	2,156,000	- 226,000	-	-

2021-22 to 2024-25 CAPITAL PROJECTS PROGRAM

Project Name	Description	2021-22			2022-23	2023-24	2024-25
		Expenditure $	Income	Net Cost	Net Cost	Net Cost	Net Cost
St Helens Park	Upgrades to St Helen's Reserve Rippleside to include amenity improvements, improvements to park areas, footpaths & beach.	250,000	-	250,000	-	-	-
St Leonards Cricket club upgrades	Pavilion, nets and ground - 'St Leonards Lake Reserve'	-	-	-	350,000	1,000,000	-
St Leonards Lake Reserve (Automated Irrigation)	A net cost to council of $100k, with $100k funding provided by Sport and Recreation Victoria (SRV). $90k of this funding has been received in the 2020-21 year with the remaining $10k to come in 2022-23.	200,000	-	200,000	- 10,000	-	-
St Leonards Skate Park Upgrade	Redevelopment of the existing facility.	180,000	-	180,000	175,253	-	
Thomson Reserve. Thomson Pavilion Upgrade - Gender Neutral Change Facilities	Thomson Reserve, Thomson – Provide gender neutral change facilities. (100% Grant funded). Completion of construction in 2021-22.	600,000	50,000	550,000	-	-	-
Tim Hill Reserve Ground Renovation	Ground renovations to utilise Tim Hill Reserve to its maximum potential.	300,000	-	300,000	-	-	-
Waterfront Renewal	Renewal program to restore waterfront assets to their original condition.	600,000	-	600,000	850,000	1,300,000	1,800,000
Waurn Ponds Playground, Skate Park and BMX Track	Playground, Skate Park and BMX Track Upgrade and Crime Prevention Through Environmental Design (CPTED) response including better connections between site elements.	840,000	-	840,000	673,187	-	-
Total Parks and Leisure		**31,379,256**	**3,510,000**	**27,869,256**	**31,679,380**	**14,519,791**	**23,136,437**
Asphalting - Road Surfacing	Resurfacing of sealed road surfaces with asphalt to maintain a waterproof surface and ensure the long term integrity of the road pavement. Core program.	6,140,000	-	6,140,000	6,262,800	6,388,056	6,515,817
Boundary Road and Baanyip Boulevard Traffic Signals and link road -	Install traffic signals at the intersection of Boundary Road and Baanyip Boulevard, realign Boundary Road to join with new signals as identified in the Armstrong Creek West Precinct Structure Plan. (DI_RO_01 - Armstrong Creek West DCP)	1,584,681	-	1,584,681	-	-	-
Bridge Upgrades - Major Renewal Works	Major renewal works on road and pedestrian bridges across municipality, core program.	631,375	-	631,375	840,003	998,803	1,157,779
Burvilles Rd Pedestrian Access	Pedestrian access to the Lutheran school, along Surf Coast Highway.	500,000	-	500,000	-	-	-
Bus Shelter Renewal	Renewal and upkeep of the regions bus shelters.	100,000	-	100,000	102,000	104,040	106,121
Capital Renewal of Civil Assets in Parks	Renewal of Civil Assets (Roads, Gravel Surfaces, Kerbs, Car Parks).	261,000	-	261,000	266,220	271,544	276,975
Carter Road Armstrong Creek Traffic Management	Wombat crossings on Carter Road Armstrong Creek.	15,000	-	15,000	135,000	-	-
City of Geelong Assets Created by Blackspot VicRoads Program	This program relates to VicRoads funded projects on council assets.	547,340	500,000	47,340	58,287	69,453	47,340

2021-22 to 2024-25 CAPITAL PROJECTS PROGRAM

Project Name	Description	2021-22			2022-23	2023-24	2024-25
		Expenditure $	Income	Net Cost	Net Cost	Net Cost	Net Cost
Community, Leisure & Recreation Carparks	Upgrading of existing gravel carpark to a sealed asphalt carpark. Pavement construction included in this project.	122,000	-	122,000	124,440	126,929	129,467
Design & Investigation - Traffic Management Projects - Road & Street Management	Core program for investigation and design program for projects involving traffic management treatments throughout the municipality.	93,380	-	93,380	95,248	97,153	99,096
Elizabeth St Geelong West	Traffic calming measures to be considered and subject to future budget funding if required.	-	-	-	-	-	-
Federal Roads Program (Roads to Recovery)	Next stage of federally funded program for the renewal of roads and road related assets.	2,372,882	2,183,504	189,378	236,836	285,242	334,617
Gravel Resheeting	Resheeting core program for gravel roads that are in need of improvement.	1,018,045	-	1,018,045	1,038,406	1,059,174	1,080,357
Highmont Drive Traffic Management	Installation of speed humps/wombat humps on Highmont Drive Belmont.	20,000	-	20,000	67,500	-	-
Intersection - Bacchus Marsh Road / Windermere Road	Construction of a signalised intersection - Bacchus Marsh Road/Windermere Road.	-	-	-	-	-	88,350
Intersection - Boundary Road and Barwon Heads Road	Construction of a signalised intersection - Boundary Road and Barwon Heads Road. (DI_RD_08)	477,659	-	477,659	1,432,977	2,865,955	-
Intersection - Surf Coast Hwy and Boundary Road	Construction of a signalised intersection - Surf Coast Hwy and Boundary Road (DI_RO_01)	285,647	-	285,647	2,570,818	-	-
Local Roads Construction Sub Program - Road & Street Management - Core Program	Ongoing program of local road works including road construction, provision of roundabouts.	932,785	-	932,785	951,441	970,470	989,879
Major Culvert Guardrail Replacement / Installation	Ongoing program of replacement or installation of guardrail over major culverts in accordance with approved schedule. Core program	112,000	-	112,000	114,240	116,525	118,855
Melaluka Rd Resealing		30,000	-	30,000	600,000	-	-
Patullos Rd East - Road Widening/Shared User Path	Design of widened road and shared user path between O'Hallorans Rd and Kees Rd, Lara.	777,000	-	777,000	-	-	-
Reseal - Road Surfacing	Resurfacing of sealed road surfaces with spray seal or scrap rubber reseal to maintain a waterproof surface and ensure the long term integrity of the road pavement. Core program	1,870,000	-	1,870,000	1,907,400	1,945,548	1,984,459
Restricting Vehicles in Little Malop St	Enablement of the implementation of the vehicle access restrictions trial, via the installation of automated bollards in Little Malop Street.	95,000	-	95,000	-	-	-
Road Rehabilitation	Renewal / replacement of road pavements in full block sections.	3,992,000	-	3,992,000	4,071,840	4,503,277	4,886,342
Road surfacing	Surfacing of roads in the Bellarine.	-	-	-	300,000	1,600,000	-
Roads Other	Renewal / Replacement of laneways, on-street carparks and other sundry road and street related infrastructure.	215,000	-	215,000	369,300	573,686	728,160

2021-22 to 2024-25 CAPITAL PROJECTS PROGRAM

Project Name	Description	2021-22			2022-23	2023-24	2024-25
		Expenditure $	Income	Net Cost	Net Cost	Net Cost	Net Cost
Roads Sealed	Increase sealed roads on the Bellarine Peninsula, includes grant funding in 2024-25.	-	-	-	-	500,000	- 100,000
Roundabout at Scenic Rd and Roslyn Rd	Planning and construction of a roundabout at intersection of Scenic Road and Roslyn Road Highton.	75,000	-	75,000	750,000	-	-
Street Construction Sub Program - Special Rates & Charges	Core program of construction of road and drainage projects in accordance with approved schedule funded via Special Rates and Charges Schemes.	250,000	-	250,000	1,719,068	1,753,449	1,788,518
Traffic Lights - Roslyn Rd/Thornhill Rd	Traffic investigations were completed in 2020-21 and included potential layout options. Planning and design to be finalised in 2021-22.	50,000	-	50,000	1,350,000	-	-
Traffic Major Works	Construction of major traffic works as prioritised from core traffic projects. Core Program	696,290	-	696,290	710,216	724,420	738,909
Warralily Boulevard Traffic Management	Installation of traffic calming measures on Warralily Boulevard.	-	-	-	50,000	275,000	-
Total Roads		**23,264,084**	**2,683,504**	**20,580,580**	**26,124,039**	**25,228,722**	**20,971,041**
Armstrong Creek Waterway Improvement Works	North-South Connection to Station Precinct to Ghazepore Road.	-	-	-	-	-	146,800
Connection of irrigation to Sladen Park / Claremont Park	Upgrades to existing irrigation system.	-	-	-	-	64,000	-
Drainage Construction Sub Program - Flood & Drainage Management	Core program of drainage related works including upgrading main drainage infrastructure.	2,487,377	-	2,487,377	2,537,125	2,587,867	2,639,625
Drainage Renewal	Core program for the renewal of drainage infrastructure to reduce the likelihood of property flooding events.	2,039,315	-	2,039,315	2,564,101	3,189,383	3,815,171
Drainage Renewal - WSUD	Water-sensitive urban design (WSUD) is a land planning and engineering design approach to minimise environmental degradation and improve aesthetic and recreational appeal.	400,000	-	400,000	650,000	900,000	1,000,000
Drainage Works	Wetland retarding Basins (WLRB8) - construction.	-	-	-	-	94,358	-
Drainage Works	Reserve Road Retarding Basin to Barwon Heads Road Retarding Basin - Construction of pipeline. (DI_DR_03)	273,713	-	273,713	2,463,420	-	-
Drainage Works	Barwon Heads Road to Harriot Road - Construction (DI_DR_08)	346,330	-	346,330	1,558,487	1,558,487	-
Drainage Works	Barwon Heads Road South Retarding Basin Construction (DI_DR_07)	474,506	-	474,506	2,135,278	2,135,278	-
Drainage Works - Wetland retarding Basins (WLRB1) - construction		-	-	-	323,204	2,908,836	-
Mount Brandon Reserve - Stormwater infrastructure	Works to complete riparian sponge / stormwater infrastructure at the bottom section of Wandana Gully #02.	-	-	-	500,000	60,000	60,000
Retarding basin & Water Treatment	Central construction.	-	-	-	-	87,858	790,723

2021-22 to 2024-25 CAPITAL PROJECTS PROGRAM

Project Name	Description	2021-22			2022-23	2023-24	2024-25
		Expenditure $	Income	Net Cost	Net Cost	Net Cost	Net Cost
Total Drainage		**6,021,242**	**-**	**6,021,242**	**12,731,616**	**13,586,068**	**8,452,318**
Building Better Bike Connections Southern Link (Waurn Ponds to Central Geelong) Stages 1 and 2	Project is funded by TAC - Stage 1 is from Barwon River to Central Geelong via Moorabool Street, Carr Street and Gheringhap Street.	2,500,000	2,500,000	-	-	-	-
Footpath Construction Sub Program - Special Rates & Charges - Core Program	Ongoing program of new footpath construction in accordance with approved schedule funded via Special Rates and Charges Schemes.	150,000	-	150,000	689,200	702,984	717,044
Footpath Renewal	Core program for renewal / replacement of footpaths across the municipality.	3,788,000	-	3,788,000	4,247,923	4,708,882	5,271,059
Footpaths - General	Development of new footpaths across the municipality	-	-	-	1,000,000	-	-
Footpaths on Barrabool Road Highton	Construction of new footpath infrastructure on Barrabool Road Highton.	175,000	-	175,000	600,000	600,000	-
Footpaths on the Bellarine	Development of footpaths on the Bellarine, including the Ocean Grove PPN supported by a special rates and charge scheme.	50,000	-	50,000	400,000	3,250,000	2,300,000
Greenway improvement Works - (Barwarre Road South and Boundary Road West)	Greenway improvements along Barwarre Road South and Boundary Road West. (DI_TR_4)	19,565	-	19,565	19,565	19,565	19,565
Intersection - Reserve Road/Horseshoe Bend Road/ Drews Road	Construction of a signalised intersection - Reserve Road/Horseshoe Bend Road/ Drews Road. (DI_RD_02)	338,091	-	338,091	1,521,409	1,521,409	-
Montpellier Drive	Construction of footpaths on the east side of Montpellier Drive.	85,000	-	85,000	85,000	-	-
Ocean Grove bike track	Planning and construction of bike track	100,000	-	100,000	-	-	-
Off-road shared trail network	Trail on Burvilles Road between Peaceful Ave and Horseshoe Bend Road and on Paddock Road between HSB Road and Whitehaven Chase.	175,236	-	175,236	350,000	350,000	350,000
Rippleside to Geelong path	Upgrades to lighting on walking path from Geelong waterfront to Rippleside Park.	61,000	-	61,000	-	-	-
Shared Path network - Mt Duneed - Offroad	Trail within of Baanyip and Boundary Road intersection project. (DI_TR_2)	122,916	-	122,916	122,916	122,916	122,916
Shared Path Network - Off Road (Barwarre Road South)	Trail along Barwarre Road South. (DI_TR_2)	17,826	-	17,826	17,826	17,826	17,826
Shared Trails Masterplan - Implementation of Linkages	Implementation of the Shared Trails Master Plan. A review of the municipalities shared trails and paths network was completed. The Masterplan also identified gaps and opportunities in the network. The intent is to develop a prioritised list of identified opportunities that can then be further scoped as specific projects for future funding.	1,725,000	-	1,725,000	1,125,000	500,000	2,000,000
Total Footpaths and Bikepaths		**9,307,633**	**2,500,000**	**6,807,633**	**10,178,838**	**11,793,581**	**10,798,409**
Kerb and Channel Renewal	Core program replacement of kerb and channel in full block sections.	2,340,000	-	2,340,000	2,486,800	2,634,536	2,783,227
Ocean Grove Lookout Reserve	Kerb and channel and sealing the lookout visitor carpark.	85,000	-	85,000	750,000	-	-
Total Kerb and Channel		**2,425,000**	**-**	**2,425,000**	**3,236,800**	**2,634,536**	**2,783,227**

2021-22 to 2024-25 CAPITAL PROJECTS PROGRAM

Project Name	Description	2021-22			2022-23	2023-24	2024-25
		Expenditure $	Income	Net Cost	Net Cost	Net Cost	Net Cost
Composting Site Setup Works	A purpose built area for the screening of composted material is required to improve the process and adhere to licence guidelines.	287,000	-	287,000	-	-	-
Drysdale Landfill Rehabilitation	This is full scale rehabilitation project for the Drysdale landfill completed landfill cells.	-	-	-	-	6,000,000	3,750,000
Litter Fencing and Dust Management	To ensure that operation of the decontamination and grinding component of Council's greenwaste service is able to comply with environmental requirements.	40,000	-	40,000	-	-	-
New Bin Supply - Waste Collection and Recycling Systems	Supply of mobile bins to new and additional occupancy residential properties and for new commercial customers.	625,250	-	625,250	637,755	650,510	663,520
South Geelong Rehabilitation	This is a key site for Council and needs to be maintained and rehabilitated to preserve its value. Landscaping works to address concerns raised by surrounding residents.	200,000	-	200,000	-	-	-
Total Waste Management		**1,152,250**	**-**	**1,152,250**	**637,755**	**6,650,510**	**4,413,520**
Drysdale Town Square Upgrade	The Drysdale Urban Design Framework was adopted by Council in August 2012 and seeks to improve the functionality & appearance of the Town Centre, including a redevelopment of the Woolworths supermarket and new speciality shops. Consultation with the community on a draft town square concept has occurred. Detailed design and costings for the town square concept are underway. This project will allow for construction of the Town Square.	450,000	-	450,000	-	-	-
Eastern Beach	Development of a Master Plan.	-	-	-	100,000	150,000	-
Highton Village West side renew alleyways	Highton Village Urban Design Framework streetscape upgrade.	20,000	-	20,000	30,000	100,000	-
LED Street Lighting & Smart Control Technology	This project involves a bulk change out of existing light fittings to more efficient LED's with Smart Control technology. Once complete, there will be significant operational and maintenance savings from the new LED's.	5,308,179	-	5,308,179	3,557,189	-	-
Lt Malop Street Central Works Project	The project is in response to a resolution of Council on 25 June 2019 requesting a program of initiatives to encourage greater community use and access in Little Malop St Central.	-	-	-	-	-	-
North Valley Road Shopping Strip	Streetscape improvements to shopping strip.	50,000	-	50,000	-	-	-
Revitalising Central Geelong City Deal Green Spine Block 1	These works will deliver a newly landscaped public space on the corner of Gheringhap and Malop Streets, complimenting a redeveloped streetscape on the northern side of Malop St between Gheringhap and Moorabool Streets. This is a Revitalising Central Geelong Action Plan project which is funded through the Geelong City Deal and aims to deliver greater pedestrian amenity, universal access and enhance street activity.	1,100,000	-	1,100,000	1,900,000	-	-
Stage 2 of St Leonards streetscape	Works on Murradoc Rd near Bluff Rd (near the shopping centre). The features of this stage of the project are to extend the footpath by 2m, re-pave, kerb and channel works, raise garden beds and associated plumbing and drainage works.	250,000	-	250,000	-	-	-

2021-22 to 2024-25 CAPITAL PROJECTS PROGRAM

Project Name	Description	2021-22			2022-23	2023-24	2024-25
		Expenditure $	Income	Net Cost	Net Cost	Net Cost	Net Cost
Street Lighting Renewal	Renewal and upkeep of the regions street lighting.	100,000	-	100,000	102,000	104,040	106,121
Urban Design Framework	Implementation of works identified in key urban design frameworks including Highton shopping strip and Pakington St.	653,000	-	653,000	653,000	653,000	-
Total Streetscapes		**7,931,179**	**-**	**7,931,179**	**6,342,189**	**1,007,040**	**106,121**
Arts & Collection Item Purchases	Funding for the purchase of new art and collection items for consideration across venues in the region, in accordance with the City's Corporate Collection Strategy.	40,000	-	40,000	40,800	41,616	42,448
Capital Program Project Management - Capitalised Salaries	Annual allowance to deliver the Capital Projects Program - based on current approved labour allocations.	2,931,337	-	2,931,337	3,143,930	3,206,808	3,270,944
Community Facility Infrastructure Grants Public	Community Infrastructure Grants Program.	2,000,000	-	2,000,000	2,000,000	2,000,000	2,000,000
The Dell Wave Attenuator	A wave attenuation device to mitigate against coastal erosion and support coastal protection outcomes, education and research opportunities.	200,000	-	200,000	-	-	-
Veteran Affairs	Funding to provide additional funds for Veteran's memorials.	25,000	-	25,000	25,500	26,010	26,530
Waterfront Assets	Renewal of council owned assets situation along the Geelong waterfront.	150,000	-	150,000	153,000	156,060	159,181
Total Other		**5,346,337**	**-**	**5,346,337**	**5,363,230**	**5,430,494**	**5,499,104**
TOTAL INFRASTRUCTURE		**86,826,981**	**8,693,504**	**78,133,477**	**96,293,846**	**80,850,742**	**76,160,178**
TOTAL CAPITAL EXPENDITURE		**208,614,560**	**17,818,595**	**190,795,965**	**194,810,922**	**154,934,333**	**124,917,756**

2021-22 TO 2024-25 NON CAPITAL PROGRAM - NEW AND INCREASED INITIATIVES

Project Name	Description	2021-22 Expenditure $	2022-23 Expenditure $	2023-24 Expenditure $	2024-25 Expenditure $
Biophilic City	Initial investigation with the aim of becoming a Biophilic City.	50,000	0	0	0
Dog orders	Funding required for additional community consultation on dog orders.	30,000	0	0	0
2P Parking, 1 hour free	Second hour free in 2P street parking zones.	2,118,865	2,068,865	2,068,865	2,068,865
Global Infrastructure Items	Infrastructure planning for the Northern and Western Growth Areas (NWGGA) has identified the need for a number of critical infrastructure items that will service a global need (herein referred to as Global Infrastructure Items) in the growth area. Two Precinct Structure Plans (PSPs) and two Development Contributions Plans (DCPs) are currently under development with Council having formalised commitments to third parties for planning scheme amendment processes to be commenced in 2022.	350,000	0	0	0
GIS mapping technology	Investment in GIS mapping technology and augmented reality to create nature walks and links throughout the municipality.	50,000	0	0	0
Integrated Transport Plan	The engagement of an external consultant to plan Geelong's transport future and guide investment decisions for the transport system within City of Greater Geelong over the next 30 years (by 2051) in response to growth.	150,000	150,000	0	0
Shared Trails	Implementation of three 'shovel ready' projects in 2021-22 and the resources to investigate the viability of network gaps and associated planning to help with future capital investments.	249,617	254,609	259,702	264,896
Coastal and Marine Management Plan	Coastal and marine management plans are key strategic documents that assist with securing consent from the Minister to use or develop marine and coastal land. These management plans will assist the council in prioritising where funding will be allocated as well as assist in securing state government grant funding for the delivery of capital works.	190,000	190,000	0	0
Ocean Grove Football & Netball Club	Supporting female participation on the Bellarine, funding to support the purchase of portable scoreboard and siren for the oval. The portability of the equipment will be more cost effective and accessible for volunteers to operate and position depending on weather conditions.	10,000	0	0	0
Volunteering Geelong	Report on volunteering industry in Geelong region, investigating matters such as the economic impact of volunteering, key organisations operating in the industry, effect on our region if volunteering is not supported, recommended improvements within the industry, impact of population growth, volunteer's age profiles and other matters that the City believe is important and the support of the nomination of an organisation to receive the State Government Funding to administer volunteering in the Geelong region.	75,000	0	0	0
Kardinia Pool	Extended opening of Kardinia pool, covering winter months.	400,000	500,000	500,000	500,000
Lara Swimming Pool	Open Lara pool from 1 October each year, one month earlier than the scheduled opening.	45,000	45,000	45,000	45,000

2021-22 TO 2024-25 NON CAPITAL PROGRAM - NEW AND INCREASED INITIATIVES

Project Name	Description	2021-22 Expenditure $	2022-23 Expenditure $	2023-24 Expenditure $	2024-25 Expenditure $
Portarlington Community Hub - Scoping Study	Scoping study to consider a neighbourhood house in the Portarlington Community Hub in Parks Hall.	50,000	0	0	0
Lara Basketball Club scoping project	Court scoping at Beckley Park.	50,000	0	0	0
Hamlyn Park Reserve	Scoping of expansion plans to include gender neutral change facilities.	50,000	0	0	0
Myers Reserve Master Plan	Myers Reserve Sport and Recreation Master Plan.	50,000	0	0	0
Newtown Football and Netball Club Master Plan	Master Plan development.	50,000	0	0	0
Kardinia Park precinct Master Plan	Development of Master Plan for precinct.	100,000	0	0	0
Cyber Security	Funding to establish an organisation wide information security management system and cyber security risk management framework to manage changing security identify management and information protection needs of the organisation.	180,000	300,000	300,000	0
Health Safety & Wellbeing Audit Response	External consultancy resources are to be sourced with the aim of reducing the cost and duration of psychological and manual handling injuries suffered by the City's staff.	200,000	0	0	0
Compliance Training Officer	The implementation of a new organisational training compliance process for the City, supported by a new policy, procedure and organisational system to manage compliance training across the organisation.	147,000	147,000	147,000	147,000
Sustainability Framework Implementation	The integrated sustainability performance framework is a foundation piece needed to create integrated dashboard reporting, which will break down silos and show each department's contribution to strategic outcomes. It will ensure our decision makers are provided with holistic, transparent insight.	365,000	365,000	370,000	0
Social Housing Implementation	Additional social housing requirements to cater for the City's burgeoning population growth. The funding includes a review of social and affordable housing assessments by developers, legal fees associated with section 173 agreements and development of a new council policy and undertaking public education and engagement.	230,000	125,000	125,000	100,000
		5,190,482	**4,145,474**	**3,815,567**	**3,125,761**

2021-22 COMMUNITY INVESTMENT & SUPPORT FUND

Project Name	Type	2020-21 Budget $	2021-22 Budget $	Description
Community Grants				
Children's Week Grants	Community Grants	5,000	5,000	Grants to support activities during Children's Week - held in October annually.
Christmas in the Community (Neighbourhood House)	Community Grants	40,000	40,000	Grants to Neighbourhood Houses to provide equity and inclusion for Christmas celebrations across the municipality with a focus on the Northern and Eastern suburbs.
Community Christmas Carols	Community Grants	80,000	80,000	Grants to support community Christmas Carol events - Denis Walter Carols by the Bay, Christmas Eve Johnstone Park, Ocean Grove, Northern Carols.
Community Events Grants	Community Grants	200,000	200,000	Grants to community groups to support moderate sized events which bring economic benefits to the City, strengthen and enrich community, celebrate common interests, showcase local competitive advantages and provide opportunities for local participation.
Community Infrastructure Grants - Private	Community Grants	1,000,000	1,000,000	Grants to not-for-profit community groups & organisations to support planning and delivery of capital works projects on facilities not located on Council owned or managed land.
Community Infrastructure Grants - Public	Community Grants	2,000,000	2,000,000	Grants to not-for-profit community groups and organisations to support planning and delivery of capital works projects.
Creative Communities Grants Program	Community Grants	220,000	220,000	Grants to support the initiation, development and delivery of quality arts projects, enriching the cultural fabric of the Geelong region and maximising community participation in local arts activity.
Environmental Sustainability Grants	Community Grants	70,000	150,000	Grants to not-for-profit community groups and organisations for programs and activities that help to achieve Council's strategic objectives relating to environment and sustainability.
First Nations Cultural Heritage Grants	Community Grants	100,000	100,000	Grants to protect and preserve Aboriginal cultural heritage in the greater Geelong area.
Geelong Heritage Grants	Community Grants	100,000	100,000	Grants to support the restoration of heritage buildings.
Healthy & Connected Communities Grants	Community Grants	243,000	243,000	Grants to not-for-profit community groups and organisations for programs and activities that support the community to be healthy and provide a sense of well-being and connection.
Neighbourhood House Grants	Community Grants	169,000	182,500	Grants to Neighbourhood Houses for operating costs and community development projects.
Seniors Festival Grants	Community Grants	24,000	24,000	Grants for community organisations to run activities and events in the Geelong Seniors Festival held October annually.
COVID-19 Arts, Culture & Heritage Recovery	Community Grants	150,000	0	Grants to rebuild the arts, creative, entertainment, cultural and heritage sectors in Geelong as a result of the COVID-19 pandemic.
COVID-19 Quick Response Community	Community Grants	250,000	0	A quick response grant program designed to support our community to recover and adapt to the effects of the COVID-19 pandemic.
Community Grants Sub Total		**4,651,000**	**4,344,500**	

2021-22 COMMUNITY INVESTMENT & SUPPORT FUND

Project Name	Type	2020-21 Budget $	2021-22 Budget $	Description
Partnerships				
Barwon Coast Beach Bus	Partnerships	12,000	12,000	Partnership with Barwon Coast Committee of Management for Ocean Grove-Barwon Heads shuttle bus for six weeks during summer.
Barwon Heads Football Netball Club	Partnerships	20,000	20,000	A three year agreement to provide funding to subsidise Barwon Heads Football Netball Club (BHFNC) for maintenance and watering of Howard Harmer Reserve.
Barwon Sports Academy	Partnerships	61,975	61,975	Council contribution to operating costs and in-kind memberships.
Bellarine Catchment Network	Partnerships	20,000	20,000	To support the Bellarine Catchment Network in providing environment projects for the Bellarine Peninsula community.
Bis-Sport Sponsorship	Partnerships	6,000	6,000	Partnership with Barwon Sports Academy to support elite athletes to compete.
Community Climate Action	Partnerships	0	100,000	New funding to achieve the City's Environment Strategy goal to become a zero emission, climate-ready City and region.
Emergency Management	Partnerships	1,800	1,800	Contribution to Citizens Radio Emergency Services Teams (CREST).
Friends of Buckley Falls	Partnerships	15,000	15,000	Partnership with Geelong Environment Council.
Geelong Cricket Association	Partnerships	262,157	266,090	Partnership for turf wicket upkeep.
Geelong Sustainable House Day	Partnerships	15,000	15,000	Contribution to event operating costs.
Life Education Van	Partnerships	8,000	8,000	Contribution to operating costs.
Lifeguard Services	Partnerships	48,750	48,750	Partnership to provide professional life guards at Ocean Grove, Barwon Heads and Bancoora.
Park Stewardship Funds	Partnerships	10,000	10,000	Council commitment to groups to develop parks (including Hoffman Walk).
Peaks to Plains	Partnerships	0	24,000	Partnership program to support landowners in the Little River area to protect grasslands.
Support Vulnerable People - Partnership	Partnerships	20,000	20,000	Support charitable groups who provide support programs for vulnerable people within the City of Greater Geelong.
Swan Bay Catchment Program	Partnerships	0	50,000	Partnership program to protect and enhance native vegetation and waterways within the Swan Bay Catchment on the Bellarine Peninsula.
Partnerships Sub Total		**500,683**	**678,615**	
Community Grants & Partnership Total		**5,151,683**	**5,023,115**	

2021-22 COMMUNITY INVESTMENT & SUPPORT FUND

Project Name	Type	2020-21 Budget $	2021-22 Budget $	Description
G21 Contribution				
G21 Contribution	Partnerships	504,263	511,826	Contribution to G21 Geelong Regional Alliance
G21 Contribution Total		**504,263**	**511,826**	
Arts & Culture Funding Agreements				
Geelong Art Gallery	Partnerships	1,316,473	1,336,220	2020-2023 Funding Agreement to support core operations being: A public art gallery responsible for cultural and artistic advancement and community learning activities, including retail sales.
Geelong Maritime Museum	Partnerships	9,000	9,000	Annual support for the conservation and care of the Geelong Maritime Museum collection.
Platform Arts	Partnerships	271,234	275,303	2019-2023 Funding Agreement to support core operations being: Working across multiple creative platforms, to champion a new generation of thinkers, makers, risk-takers and agitators.
Courthouse Back to Back	Partnerships	8,753	8,884	Annual support for venue lease costs.
Arts & Culture Initiatives Total		**1,605,460**	**1,629,407**	
Economic Development Community Events				
Pako Festa	Partnerships	100,000	100,000	Commitment to support regional signature community event
Regional Signature Community Events	Partnerships	76,000	76,000	Council civic responsibility and regional signature community events. Includes Geelong Christmas Carols, Australia Day Committee, Geelong Show, Gala Day and Geelong Cup.
- Australia Day Committee		35,000	35,000	
- Geelong Show		10,000	10,000	
- Gala Day		15,000	15,000	
- Geelong Cup		16,000	16,000	
Economic Development Total		**176,000**	**176,000**	

2021-22 COMMUNITY INVESTMENT & SUPPORT FUND

Project Name	Type	2020-21 Budget $	2021-22 Budget $	Description
Geelong Major Events				
Australian International Airshow	Geelong Major Events	200,000	365,000	Sponsorship payment of the Australian International Airshow, to be held in November 2021.
Twenty20 World Cup Cricket 2020 - Geelong Host City	Geelong Major Events	120,000	0	Event sponsorship of the Twenty20 World Cup Cricket major event to be held at GMHBA Stadium - postponed from 2020-21 to 2022-23 financial year.
Major Events to be confirmed	Geelong Major Events	1,230,000	1,230,000	Funding for the attraction of major events to Geelong.
Geelong Major Events Sub Total		**1,550,000**	**1,595,000**	
Sponsorships & Donations				
Give Where You Live	Sponsorship & Donation	20,000	20,000	Donation
Geelong Football Club	Sponsorships & Donations	16,000	16,000	President's Club
Geelong Supercats	Sponsorships & Donations	7,000	7,000	Match Day partnership
Geelong Business Excellence Awards	Sponsorships & Donations	25,000	25,000	Sponsorship for the Geelong Business Excellence Awards in return for category naming rights.
Sponsorships & Donations Sub Total		**68,000**	**68,000**	
Total		**9,055,405**	**9,003,348**	

FEES AND CHARGES ANALYSIS

Each year Council's fees and charges are reviewed as part of the budget development process. Existing fees and charges have been increased in line with cost increases, market levels, changes in supply and demand for services and the user pay principles. Council has a continuing commitment to ensure its services are priced fairly to allow for maximum community participation, whilst meeting National Competition Policy requirements for services subject to competition.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation. Several of Council's fees and charges were not increased in line with the 2020-21 budget due to the impact of COVID-19. This impact has been taken into account when setting the fees for the 2021-22 budget.

As a continuing level of support to customers and the community, several of Council's discretionary fees have increased for the 2021-22 financial year. Fees being held at 2020-21 rates include; Leisure Centre Fees, Community Fair Play seasonal hire, Breamlea Caravan Park fees and National Wool Museum charges.

The major movements in Council's fees and charges are listed in the table below.

Fee Groups	Fee Type	Comments
Reinstatements	Discretionary	Reinstatement works are a fee for service. Fee increases of 15% have been applied to some reinstatement works to reflect the cost of service.
Commercial bin collection	Discretionary	Fee increases up to 17.9%. This service is an optional service that commercial properties can choose to engage the City for. The fee has been increased in line with competitors under the competitive neutrality requirements.
Waste Disposal Services	Discretionary	Waste disposal service fees, including gate fees at the City's transfer stations are rising on average 27% to 35%, with Waste Clean fill increasing by 56%. Increases are a direct result of a $40/tonne increase in the State Government EPA levy, which takes effect from 1 July 2021. The fee is directly passed through to gate fees.
Home Care Fees	Discretionary	Fee increases are up to 10%. This represents small dollar value increases between $0.80 and $6.0. The fee increase is required to meet the net cost of providing the service.
Permit Parking Fees	Discretionary	As per the City's strategic direction to bridge the gap between current fees and market rates, permit parking fees are increasing 10%.
Planning Scheme fees	Statutory	Legislative increases in fees of approximately 6%.
Potato Shed fees	Discretionary	Potato Shed fees increase every 2 financial years. Average fee increases ranging from 0 to 25%, many with small dollar value increases.

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Customer & Corporate Services					
Property & Revenue					
P&R Land Information Certificates	A	27.25	27.40	.15	0.6%
P&R Sales / Misc / Fencing	D	9.60	9.75	.15	1.6%
Rates Rate Reprint between 1 and 7 years	D	14.70	14.90	.20	1.4%
P&V Rate search over 7 years	D	80.00	85.00	5.00	6.3%
P&V Sales Register	D	.00	.00	.00	na
Complaint Costs	D	832.80	860.50	27.70	3.3%
Judgement	D	88.40	91.40	3.00	3.4%
Warrant	D	329.40	339.80	10.40	3.2%
Summons for Oral Examination	D	320.20	330.70	10.50	3.3%
Application of Attachment of Earnings (fees set by the Court)	D	20.20	20.70	.50	2.5%
Attachment of Earnings (fees set by the Court)	D	144.50	148.10	3.60	2.5%
Substituted Service Fee	D	153.20	157.00	3.80	2.5%
Admin Fee on Refunds	D	30.00	30.00	.00	0.0%
P&R Renumbering Charge to Subdividers	D	95.00	100.00	5.00	5.3%
City Services					
Development Planning					
Subdivision Building Site Access Permit	D	150.00	153.00	3.00	2.0%
Subdivision Property Information Fees	A	185.00	185.00	.00	0.0%
Subdivision Road Opening Permit	D	155.00	158.00	3.00	1.9%
Subdivision Vehicle Crossing Permits (Stand)	D	210.00	215.00	5.00	2.4%
Emergency Management					
Fire Prevention - 2nd Notice	D	241.00	241.00	.00	0.0%
Fire Prevention Penalty Notice	A	1,650.00	1,650.00	.00	0.0%
Failing To Comply With A Notice To Comply	L	500.00	500.00	.00	0.0%
Reinstatements					
Up to 10m2 Asphalt path	D	192.00	222.00	30.00	15.6%
Up to 10m2 Concrete Path - 75mm	D	211.00	216.00	5.00	2.4%
Up to 10m2 Concrete Path - 125mm	D	226.00	231.00	5.00	2.2%
Up to 10m2 Concrete Kerb	D	224.00	229.00	5.00	2.2%
Up to 50m2 Asphalt path	D	149.00	149.00	.00	0.0%
Up to 50m2 Concrete Path - 75mm	D	204.00	209.00	5.00	2.5%
Up to 50m2 Concrete Path - 125mm	D	223.00	228.00	5.00	2.2%
Up to 50m2 Concrete Kerb	D	224.00	229.00	5.00	2.2%
> than 50m2 Asphalt path	D	119.00	119.00	.00	0.0%
> than 50m2 Concrete Path - 75mm	D	199.00	204.00	5.00	2.5%
> than 50m2 Concrete Path - 125mm	D	214.00	219.00	5.00	2.3%
> than 50m2 Concrete Kerb	D	224.00	230.00	6.00	2.7%
Up to 10m2 Bitumen Rd	D	192.00	222.00	30.00	15.6%
Up to 50m2 Bitumen Rd	D	149.00	149.00	.00	0.0%
> than 50m2 Bitumen Rd	D	119.00	119.00	.00	0.0%
Up to 10m2 Concrete Path - 150mm Industrial	D	233.00	238.00	5.00	2.1%
Up to 50m2 Concrete Path - 150mm Industrial	D	230.00	235.00	5.00	2.2%
> 50m2 Concrete Path - 150mm Industrial	D	221.00	226.00	5.00	2.3%
Waste Collection Services					
Other Recycling service	D	200.00	205.00	5.00	2.5%
Green Waste Service	D	144.00	148.60	4.60	3.2%
Commercial collection -1 bin weekly	D	429.00	494.00	65.00	15.2%
Commercial collection - extra bins	D	364.00	429.00	65.00	17.9%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
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Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Waste Disposal Services					
Waste Car Boot	D	23.00	29.00	6.00	26.1%
Waste Utilities Vans Single Axle trailers	D	45.00	57.00	12.00	26.7%
Waste Single axle trailers (heaped)	D	59.50	76.00	16.50	27.7%
Waste Tandem Trailers (waterline)	D	59.50	76.00	16.50	27.7%
Waste Tandem Trailers (heaped)	D	119.00	152.00	33.00	27.7%
Waste Car tyres up to 1M diameter each	D	10.00	10.00	.00	0.0%
Waste Car tyres on rims	D	11.00	11.00	.00	0.0%
Waste Truck Tyres	D	34.00	34.00	.00	0.0%
Waste Concrete/Build-Build rubble/concrete	D	123.30	165.90	42.60	34.5%
Pres Waste Mattresses	D	25.00	25.00	.00	0.0%
Metreage	D	59.50	76.00	16.50	27.7%
Single Axle Caged Trailer	D	89.50	114.00	24.50	27.4%
Single Axle Caged Heaped Trailer	D	119.00	152.00	33.00	27.7%
Tandem Caged Trailer	D	178.50	228.00	49.50	27.7%
Tandem Caged Heaped Trailer	D	238.00	304.00	66.00	27.7%
Waste Animal Carcass (single)	D	51.30	66.50	15.20	29.6%
Waste Animal Carcass (multiple)	D	151.30	196.00	44.70	29.5%
Waste Fish /Scallop/Poultry waste	D	201.50	256.30	54.80	27.2%
Waste Industrial Waste	D	151.30	196.00	44.70	29.5%
Waste Clean Fill	D	74.50	116.50	42.00	56.4%
Waste Greenwaste (clean)	D	137.30	182.00	44.70	32.6%
Waste Seaweed	D	128.25	172.00	43.75	34.1%
Environment & Natural Resources Admin					
Breamlea Caravan Park Powered Site Peak Nightly- 2 Adults	D	64.00	64.00	.00	0.0%
Breamlea Caravan Park Powered Site Peak Weekly - 2 Adults	D	384.00	384.00	.00	0.0%
Breamlea Caravan Park Powered Site Peak Nightly- Family	D	95.00	95.00	.00	0.0%
Breamlea Caravan Park Powered Site Peak Weekly - Family	D	570.00	570.00	.00	0.0%
Breamlea Caravan Park Powered Site Off Peak Nightly - 2 Adults	D	44.00	44.00	.00	0.0%
Breamlea Caravan Park Powered Site Off Peak Weekly - 2 Adults	D	264.00	264.00	.00	0.0%
Breamlea Caravan Park Powered Site Off Peak Nightly - Family	D	61.00	61.00	.00	0.0%
Breamlea Caravan Park Powered Site Off Peak Weekly - Family	D	366.00	366.00	.00	0.0%
Breamlea Caravan Park Unpowered Site Peak Nightly - 2 Adults	D	45.00	45.00	.00	0.0%
Breamlea Caravan Park Unpowered Site Peak Weekly - 2 Adults	D	270.00	270.00	.00	0.0%
Breamlea Caravan Park Unpowered Site Peak Nightly - Family	D	64.00	64.00	.00	0.0%
Breamlea Caravan Park Unpowered Site Peak Weekly - Family	D	384.00	384.00	.00	0.0%
Breamlea Caravan Park Unpowered Off Site Peak Nightly - 2 Adults	D	37.00	37.00	.00	0.0%
Breamlea Caravan Park Unpowered Off Site Peak Weekly - 2 Adults	D	222.00	222.00	.00	0.0%
Breamlea Caravan Park Unpowered Off Site Peak Nightly - Family	D	54.00	54.00	.00	0.0%
Breamlea Caravan Park Unpowered Off Site Peak Weekly - Family	D	324.00	324.00	.00	0.0%
Breamlea Caravan Park Seasonal site rate mid Dec - mid Apr	D	3,020.00	3,050.00	30.00	1.0%
Breamlea Caravan Park Seasonal site rate Mlb Cup W/e - mid Apr	D	3,495.00	3,530.00	35.00	1.0%
Breamlea Caravan Park Seasonal site rate mid Apr - mid Dec	D	2,256.00	2,279.00	23.00	1.0%
Breamlea Caravan Park Additional person site/cabin p/night - adult	D	22.00	22.00	.00	0.0%
Breamlea Caravan Park Additional person site/cabin p/night - child	D	15.00	15.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Cabin w ensuite (1,2,3,4) Peak Nightly - 2 Adults	D	110.00	110.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Cabin w ensuite (1,2,3,4) Peak Weekly - 2 Adults	D	660.00	660.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Cabin w ensuite (1,2,3,4) Peak Nightly - Family	D	138.00	138.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Cabin w ensuite (1,2,3,4) Peak Weekly - Family	D	828.00	828.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Cabin w ensuite (1,2,3,4) Off Peak Nightly - 2 Adults	D	83.00	83.00	.00	0.0%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

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Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Breamlea Caravan Park 1 Bedroom Cabin w ensuite (1,2,3,4) Off Peak Weekly - 2 Adults	D	498.00	498.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Cabin w ensuite (1,2,3,4) Off Peak Nightly - Family	D	110.00	110.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Cabin w ensuite (1,2,3,4) Off Peak Weekly - Family	D	660.00	660.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Cabin wo ensuite (5) Peak Nightly - 2 Adults	D	88.00	88.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Cabin wo ensuite (5) Peak Weekly - 2 Adults	D	528.00	528.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Cabin wo ensuite (5) Peak Nightly - Family	D	116.00	116.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Cabin wo ensuite (5) Peak Weekly - Family	D	696.00	696.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Cabin wo ensuite (5) Off Peak Nightly - 2 Adults	D	66.00	66.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Cabin wo ensuite (5) Off Peak Weekly - 2 Adults	D	396.00	396.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Cabin wo ensuite (5) Off Peak Nightly - Family	D	88.00	88.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Cabin wo ensuite (5) Off Peak Weekly - Family	D	528.00	528.00	.00	0.0%
Breamlea Caravan Park 2 Bedroom Cabin w ensuite (6) Peak Nightly - 2 Adults	D	154.00	154.00	.00	0.0%
Breamlea Caravan Park 2 Bedroom Cabin w ensuite (6) Peak Weekly - 2 Adults	D	924.00	924.00	.00	0.0%
Breamlea Caravan Park 2 Bedroom Cabin w ensuite (6) Peak Nightly - Family	D	198.00	198.00	.00	0.0%
Breamlea Caravan Park 2 Bedroom Cabin w ensuite (6) Peak Weekly - Family	D	1,188.00	1,188.00	.00	0.0%
Breamlea Caravan Park 2 Bedroom Cabin w ensuite (6) Off Peak Nightly - 2 Adults	D	122.00	122.00	.00	0.0%
Breamlea Caravan Park 2 Bedroom Cabin w ensuite (6) Off Peak Weekly - 2 Adults	D	732.00	732.00	.00	0.0%
Breamlea Caravan Park 2 Bedroom Cabin w ensuite (6) Off Peak Nightly - Family	D	166.00	166.00	.00	0.0%
Breamlea Caravan Park 2 Bedroom Cabin w ensuite (6) Off Peak Weekly - Family	D	996.00	996.00	.00	0.0%
Breamlea Caravan Park 2 Bedroom Villa w ensuite (7,8) Peak Nightly - 2 Adults	D	239.00	239.00	.00	0.0%
Breamlea Caravan Park 2 Bedroom Villa w ensuite (7,8) Peak Weekly - 2 Adults	D	1,434.00	1,434.00	.00	0.0%
Breamlea Caravan Park 2 Bedroom Villa w ensuite (7,8) Peak Nightly - Family	D	318.00	318.00	.00	0.0%
Breamlea Caravan Park 2 Bedroom Villa w ensuite (7,8) Peak Weekly - Family	D	1,910.00	1,910.00	.00	0.0%
Breamlea Caravan Park 2 Bedroom Villa w ensuite (7,8) Off Peak Nightly - 2 Adults	D	171.00	171.00	.00	0.0%
Breamlea Caravan Park 2 Bedroom Villa w ensuite (7,8) Off Peak Weekly - 2 Adults	D	1,026.00	1,026.00	.00	0.0%
Breamlea Caravan Park 2 Bedroom Villa w ensuite (7,8) Off Peak Nightly - Family	D	228.00	228.00	.00	0.0%
Breamlea Caravan Park 2 Bedroom Villa w ensuite (7,8) Off Peak Weekly - Family	D	1,366.00	1,366.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Villa w ensuite (9) Peak Nightly - 2 Adults	D	195.00	195.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Villa w ensuite (9) Peak Weekly - 2 Adults	D	1,168.00	1,168.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Villa w ensuite (9) Off Peak Nightly - 2 Adults	D	141.00	141.00	.00	0.0%
Breamlea Caravan Park 1 Bedroom Villa w ensuite (9) Off Peak Weekly - 2 Adults	D	847.00	847.00	.00	0.0%
Breamlea Caravan Park - Additional person in villap/night - adult	D	23.00	23.00	.00	0.0%
Breamlea Caravan Park- Additional person in villap/night - child	D	18.00	18.00	.00	0.0%
Breamlea Caravan Park- BCP 12 month site fee	D	4,637.00	4,683.00	46.00	1.0%
Breamlea Caravan Park 6 month site fee	D	2,456.00	2,481.00	25.00	1.0%
Breamlea Caravan Park 3 month site fee	D	1,255.00	1,268.00	13.00	1.0%
Parks & Gardens					
Botanic Gardens - Children's Program	D	10.00	10.30	.30	3.0%
Botanic Gardens - Booked Program - 90 mins	D	6.00	6.15	.15	2.5%
Botanic Gardens - Booked Program < 20 students	D	11.10	11.30	.20	1.8%
Botanic Gardens - Booked Program - 60 mins	D	4.80	5.15	.35	7.3%
Botanic Gardens - Events	D	290.00	295.00	5.00	1.7%
Botanic Gardens - Visitor Facilities hire - 2 hours	D	180.00	185.00	5.00	2.8%
Botanic Gardens - Visitor Facilities hire - half day	D	290.00	295.00	5.00	1.7%
Botanic Gardens - Visitor Facilities - full day	D	581.00	590.00	9.00	1.5%
Botanic Gardens - Annual Agreement	D	142.00	146.00	4.00	2.8%
Botanic Gardens - Annual Agreement - Friends	D	14.20	14.40	.20	1.4%
Botanic Gardens - Annual Agreement - ad hoc	D	14.20	14.40	.20	1.4%
Botanic Gardens - Weekdays - full day	D	138.00	142.00	4.00	2.9%
Botanic Gardens - Weekdays - half day	D	70.00	72.00	2.00	2.9%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

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Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Community Life					
Community Inclusion					
Grovedale Neighbourhood House	D	27.00	27.00	.00	0.0%
Grovedale Neighbourhood House hire	D	32.00	32.00	.00	0.0%
Banners	D	130.00	134.00	4.00	3.1%
Ariston House - Playgroup Rental	D	13.50	13.50	.00	0.0%
Centre Based Long Day Care					
City Learning and Care Belmont & Whittington - Weekly	D	592.50	616.50	24.00	4.1%
City Learning and Care Belmont & Whittington - Daily Rate	D	123.30	128.50	5.20	4.2%
City Learning and Care Belmont & Whittington - Sessional	D	74.80	78.00	3.20	4.3%
City Learning and Care Belmont & Whittington - Short Day Program	D	92.30	96.00	3.70	4.0%
City Learning and Care Belmont & Whittington - Hourly Rate	D	15.40	16.50	1.10	7.1%
Ariston Childcare Centre, Boorai Integrated Children's Centre, Purnell Road CFC, Drysdale CFC, Leopold Integrated Children's Centre - Weekly	D	598.80	623.00	24.20	4.0%
Ariston Childcare Centre, Boorai Integrated Children's Centre, Purnell Road CFC, Drysdale CFC, Leopold Integrated Children's Centre - Daily Rate	D	127.50	133.00	5.50	4.3%
Ariston Childcare Centre, Boorai Integrated Children's Centre, Purnell Road CFC, Drysdale CFC, Leopold Integrated Children's Centre Sessional	D	82.00	85.00	3.00	3.7%
Ariston Childcare Centre, Boorai Integrated Children's Centre, Purnell Road CFC, Drysdale CFC, Leopold Integrated Children's Centre - Short Day Program	D	104.60	109.00	4.40	4.2%
Ariston Childcare Centre, Boorai Integrated Children's Centre, Purnell Road CFC, Drysdale CFC, Leopold Integrated Children's Centre - Hourly Rate	D	17.40	18.50	1.10	6.3%
Kindergarten Development Services					
4 yr old Kindergarten Fees - 15 hour session	D	1,580.00	1,590.00	10.00	0.6%
3 yr old Kindergarten Fees - 7.5 hr session	D	2,631.00	2,680.00	49.00	1.9%
3 yr old Kindergarten Fees - 6 hr session	D	2,105.00	2,144.00	39.00	1.9%
3 yr old Kindergarten Fees - 5 hr session	D	1,754.00	1,788.00	34.00	1.9%
3 yr old Kindergarten Fees - 3.5 hr session	D	1,228.00	1,250.00	22.00	1.8%
Occasional Care					
Occasional Care - 5 hr session	D	76.00	79.00	3.00	3.9%
Occasional Care - 4 hr session	D	63.00	65.50	2.50	4.0%
Occasional Care - 3 hr session	D	49.00	51.00	2.00	4.1%
Occasional Care - 1 hr session	D	17.00	17.50	.50	2.9%
School Holiday Program					
Holiday Program - daily	D	74.80	78.00	3.20	4.3%
Comm Home Support Program					
Personal Care	D	8.60	9.40	.80	9.3%
Personal Care - Medium	D	21.50	23.60	2.10	9.8%
Personal Care - High	D	60.20	66.20	6.00	10.0%
Respite - Medium	D	21.50	23.60	2.10	9.8%
Respite - High	D	60.20	66.20	6.00	10.0%
Respite Care - over 18	D	8.60	9.40	.80	9.3%
Home Care - Low	D	8.60	9.40	.80	9.3%
Home Care - Medium	D	21.50	23.60	2.10	9.8%
Home Care - High	D	60.20	66.20	6.00	10.0%
Program for Younger People					
PYP - Personal Care	D	6.10	6.30	.20	3.3%
PYP - Personal Care - Medium	D	9.30	10.20	.90	9.7%
PYP - Personal Care - High	D	47.50	49.30	1.80	3.8%
PYP - Respite	D	5.40	5.90	.50	9.3%
PYP - Respite - Medium	D	5.50	6.00	.50	9.1%
PYP - Respite - High	D	47.40	49.30	1.90	4.0%
PYP - General Care	D	6.30	6.45	.15	2.4%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

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PYP - General Care - Medium	D	15.50	15.70	.20	1.3%
PYP - General Care - High	D	47.50	49.30	1.80	3.8%
Home Modifications					
Home Maintenance - Low	D	18.85	19.50	.65	3.4%
Home Maintenance - Medium	D	22.85	23.30	.45	2.0%
Home Maintenance - High	D	60.15	62.00	1.85	3.1%
Home Maintenance - PYP - Low	D	15.30	15.30	.00	0.0%
Home Maintenance - PYP - Medium	D	18.80	19.30	.50	2.7%
Home Maintenance - PYP - High	D	49.64	51.15	1.51	3.0%
Home Maintenance - Agency	D	66.07	68.00	1.93	2.9%
Meal Provision & Distribution Service					
Food Services	D	9.90	10.20	.30	3.0%
Food Services (Agencies)	D	23.65	24.40	.75	3.2%
Hardship Rate	D	3.70	3.70	.00	0.0%
Agencies					
Home Care/ Personal Care Agency - Normal	D	64.46	66.40	1.94	3.0%
Home Care/ Personal Care Agency - Evening/ Saturday	D	83.77	86.30	2.53	3.0%
Home Care/ Personal Care Agency - Sunday	D	103.08	106.20	3.12	3.0%
Home Care/ Personal Care Agency - Public Holiday	D	122.42	126.00	3.58	2.9%
Respite Agency - Normal	D	64.46	66.40	1.94	3.0%
Respite Agency - Evening/ Saturday	D	83.77	86.30	2.53	3.0%
Respite Agency - Sunday	D	103.08	106.20	3.12	3.0%
Respite Agency - Public Holiday	D	122.42	126.00	3.58	2.9%
Home Care Packages (internal agency rate excludes GST)					
Home Care/ Personal Care - Normal	D	58.52	59.80	1.28	2.2%
Home Care/ Personal Care - Evening/ Saturday	D	76.15	77.70	1.55	2.0%
Home Care/ Personal Care - Sunday	D	93.71	95.60	1.89	2.0%
Home Care/ Personal Care - Public Holiday	D	111.26	113.40	2.14	1.9%
Respite - Normal	D	58.52	59.80	1.28	2.2%
Respite - Evening/ Saturday	D	76.82	77.70	.88	1.1%
Respite - Sunday	D	93.80	95.60	1.80	1.9%
Respite - Public Holiday	D	111.40	113.40	2.00	1.8%
Community Halls & Buses					
Virginia Todd Hall Hourly Rate	D	37.50	37.50	.00	0.0%
Centenary Hall Hourly Rate - Supper Room Weekday	D	51.00	51.00	.00	0.0%
Centenary Hall Hourly Rate - Supper Room Weekend	D	71.00	71.00	.00	0.0%
Centenary Hall Hourly Rate - Main Hall Weekday	D	62.50	62.50	.00	0.0%
Centenary Hall Hourly Rate - Main Hall Weekend	D	101.00	101.00	.00	0.0%
Centenary Hall Hourly Rate - Whole Venue Weekday	D	82.50	82.50	.00	0.0%
Centenary Hall Hourly Rate - Whole Venue Weekend	D	132.00	132.00	.00	0.0%
Cobbin Farm Hourly Rate - Chapel Weekday	D	37.50	37.50	.00	0.0%
Cobbin Farm Hourly Rate - Chapel Weekend	D	125.50	125.50	.00	0.0%
Cobbin Farm Hourly Rate - Whole Venue Weekday	D	74.50	74.50	.00	0.0%
Cobbin Farm Hourly Rate - Whole Venue Weekend	D	135.50	135.50	.00	0.0%
Cobbin Farm Hourly Rate - Homestead Weekday	D	37.50	37.50	.00	0.0%
Cobbin Farm Hourly Rate - Homestead Weekend	D	74.50	74.50	.00	0.0%
Cobradah House Hourly Rate	D	37.50	37.50	.00	0.0%
Geelong West Town Hall Hourly Rate - Supper Room Weekday	D	55.50	55.50	.00	0.0%
Geelong West Town Hall Hourly Rate - Supper Room Weekend	D	73.00	73.00	.00	0.0%
Geelong West Town Hall Hourly Rate - Main Hall Weekday	D	98.00	98.00	.00	0.0%

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Geelong West Town Hall Hourly Rate - Main Hall Weekend	D	143.00	143.00	.00	0.0%
Geelong West Town Hall Hourly Rate - Whole Venue Weekday	D	143.00	143.00	.00	0.0%
Geelong West Town Hall Hourly Rate - Whole Venue Weekend	D	187.00	187.00	.00	0.0%
Lara Hall Hourly Rate - Whole Venue	D	54.50	54.50	.00	0.0%
Lara Hall Hourly Rate - Main Hall	D	37.50	37.50	.00	0.0%
Lara Hall Hourly Rate - Meeting Room	D	27.50	27.50	.00	0.0%
Community Bus 24-Hour Hire	D	65.00	65.00	.00	0.0%
St. Leonards Reserve Hall Hourly Rate	D	37.50	37.50	.00	0.0%
Mt. Duneed Hall Hire Income	D	1,795.00	1,795.00	.00	0.0%
Mt. Duneed Hall Hourly Rate	D	23.00	23.00	.00	0.0%
Parks Hall Hourly Rate - Main Hall	D	37.50	37.50	.00	0.0%
Parks Hall Hourly Rate - Bayview Room	D	23.00	23.00	.00	0.0%
Parks Hall Hourly Rate - Parkview Room	D	27.50	27.50	.00	0.0%
Parks Hall Hourly Rate - Kitchen	D	23.00	23.00	.00	0.0%
Parks Hall Hourly Rate - Whole Venue	D	87.50	87.50	.00	0.0%
Newcomb Hall Hourly Rate - Whole Venue	D	54.50	54.50	.00	0.0%
Newcomb Hall Hourly Rate - Main Hall	D	37.50	37.50	.00	0.0%
Newcomb Hall Hourly Rate - Meeting Room	D	27.50	27.50	.00	0.0%
Community & Recreation					
Casual Hire Summer - Community 1 Oval - Community Rate	D	312.00	312.00	.00	0.0%
Casual Hire Summer - Community 1 Oval - Commercial Rate	D	937.00	937.00	.00	0.0%
Casual Hire Winter - Community 1 Oval - Community Rate	D	319.00	319.00	.00	0.0%
Casual Hire Winter - Community Oval 1 - Commercial Rate	D	957.00	957.00	.00	0.0%
Casual Hire Summer - Community 2 Oval - Community Rate	D	205.00	205.00	.00	0.0%
Casual Hire Summer - Community 2 Oval - Commercial Rate	D	614.00	614.00	.00	0.0%
Casual Hire Winter - Community 2 Oval - Community Rate	D	209.00	209.00	.00	0.0%
Casual Hire Winter - Community 2 Oval - Commercial Rate	D	627.00	627.00	.00	0.0%
Casual Hire Summer - Community 3 Oval - Community Rate	D	102.00	102.00	.00	0.0%
Casual Hire Summer - Community 3 Oval - Commercial Rate	D	307.00	307.00	.00	0.0%
Casual Hire Winter - Community 3 Oval - Community Rate	D	105.00	105.00	.00	0.0%
Casual Hire Winter - Community 3 Oval - Commercial Rate	D	314.00	314.00	.00	0.0%
Casual Hire Summer - Community 1 Pitch - Community Rate	D	180.00	180.00	.00	0.0%
Casual Hire Summer - Community 1 Pitch - Commercial Rate	D	541.00	541.00	.00	0.0%
Casual Hire Winter - Community 1 Pitch - Community Rate	D	184.00	184.00	.00	0.0%
Casual Hire Winter - Community 1 Pitch - Commercial Rate	D	551.00	551.00	.00	0.0%
Casual Hire Summer - Community 2 Pitch - Community Rate	D	102.00	102.00	.00	0.0%
Casual Hire Summer - Community 2 Pitch - Commercial Rate	D	307.00	307.00	.00	0.0%
Casual Hire Winter - Community 2 Pitch - Community Rate	D	105.00	105.00	.00	0.0%
Casual Hire Winter - Community 2 Pitch - Commercial Rate	D	314.00	314.00	.00	0.0%
Casual Hire Summer - Community 3 Pitch - Community Rate	D	63.00	63.00	.00	0.0%
Casual Hire Summer - Community 3 Pitch - Commercial Rate	D	188.00	188.00	.00	0.0%
Casual Hire Winter - Community 3 Pitch - Community Rate	D	65.00	65.00	.00	0.0%
Casual Hire Winter - Community 3 Pitch - Commercial Rate	D	195.00	195.00	.00	0.0%
Casual Hire Summer - Reserve - Community Rate	D	43.00	43.00	.00	0.0%
Casual Hire Summer - Reserve - Commercial Rate	D	129.00	129.00	.00	0.0%
Casual Hire Winter - Reserve - Community Rate	D	44.00	44.00	.00	0.0%
Casual Hire Winter - Reserve - Commercial Rate	D	132.00	132.00	.00	0.0%
Casual Hire Summer - Court - Community Rate	D	14.00	14.00	.00	0.0%
Casual Hire Summer - Court - Commercial Rate	D	43.00	43.00	.00	0.0%
Casual Hire Winter - Court - Community Rate	D	15.00	15.00	.00	0.0%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Casual Rate Winter - Court - Commercial Rate	D	45.00	45.00	.00	0.0%
Casual Hire Summer - Criterium Track - Community Rate	D	31.00	31.00	.00	0.0%
Casual Hire Summer - Criterium Track - Commercial Rate	D	92.00	92.00	.00	0.0%
Casual Hire Winter - Criterium Track - Community Rate	D	32.00	32.00	.00	0.0%
Casual Rate Winter - Criterium Track - Commercial Rate	D	95.00	95.00	.00	0.0%
Casual Hire Summer - Velodrome - Community Rate	D	9.00	9.00	.00	0.0%
Casual Hire Summer - Velodrome - Commercial Rate	D	26.00	26.00	.00	0.0%
Casual Hire Winter - Velodrome - Community Rate	D	9.00	9.00	.00	0.0%
Casual Hire Winter - Velodrome - Commercial Rate	D	26.00	26.00	.00	0.0%
Casual Hire Summer - BMX - Community Rate	D	43.00	43.00	.00	0.0%
Casual Hire Summer - BMX - Commercial Rate	D	129.00	129.00	.00	0.0%
Casual Hire Winter - BMX - Community Rate	D	44.00	44.00	.00	0.0%
Casual Hire Winter - BMX - Commercial Rate	D	132.00	132.00	.00	0.0%
Casual Hire Summer - Athletics - Community Rate	D	102.00	102.00	.00	0.0%
Casual Hire Summer - Athletics - Commercial Rate	D	307.00	307.00	.00	0.0%
Casual Hire Winter - Athletics - Community Rate	D	105.00	105.00	.00	0.0%
Casual Hire Winter - Athletics - Commercial Rate	D	312.00	312.00	.00	0.0%
Casual Hire Summer - Bowls - Community Rate	D	18.00	18.00	.00	0.0%
Casual Hire Summer - Bowls - Commercial Rate	D	53.00	53.00	.00	0.0%
Casual Hire Winter - Bowls - Community Rate	D	19.00	19.00	.00	0.0%
Casual Hire Winter - Bowls - Commercial Rate	D	57.00	57.00	.00	0.0%
Seasonal Hire Summer - Community 1 Oval - Community Rate	D	3,751.00	3,751.00	.00	0.0%
Seasonal Hire Summer - Community 1 Oval - Commercial Rate	D	31,262.00	31,262.00	.00	0.0%
Seasonal Hire Winter - Community 1 Oval - Community Rate	D	4,783.00	4,783.00	.00	0.0%
Seasonal Hire Winter - Community 1 Oval - Commercial Rate	D	31,887.00	31,887.00	.00	0.0%
Seasonal Hire Summer - Community 2 Oval - Community Rate	D	2,453.00	2,453.00	.00	0.0%
Seasonal Hire Summer - Community 2 Oval - Commercial Rate	D	20,441.00	20,441.00	.00	0.0%
Seasonal Hire Winter - Community 2 Oval - Community Rate	D	3,127.00	3,127.00	.00	0.0%
Seasonal Hire Winter - Community 2 Oval - Commercial Rate	D	20,849.00	20,849.00	.00	0.0%
Seasonal Hire Summer - Community 3 Oval - Community Rate	D	1,227.00	1,227.00	.00	0.0%
Seasonal Hire Summer - Community 3 Oval - Commercial Rate	D	10,220.00	10,220.00	.00	0.0%
Seasonal Hire Winter - Community 3 Oval - Community Rate	D	1,564.00	1,564.00	.00	0.0%
Seasonal Hire Winter - Community 3 Oval - Commercial Rate	D	10,425.00	10,425.00	.00	0.0%
Seasonal Hire Summer - Community 1 Pitch - Community Rate	D	2,164.00	2,164.00	.00	0.0%
Seasonal Hire Summer - Community 1 Pitch - Commercial Rate	D	18,036.00	18,036.00	.00	0.0%
Seasonal Hire Winter - Community 1 Pitch - Community Rate	D	2,760.00	2,760.00	.00	0.0%
Seasonal Hire Winter - Community 1 Pitch - Commercial Rate	D	18,396.00	18,396.00	.00	0.0%
Seasonal Hire Summer - Community 2 Pitch - Community Rate	D	1,227.00	1,227.00	.00	0.0%
Seasonal Hire Summer - Community 2 Pitch - Commercial Rate	D	10,220.00	10,220.00	.00	0.0%
Seasonal Hire Winter - Community 2 Pitch - Community Rate	D	1,564.00	1,564.00	.00	0.0%
Seasonal Hire Winter - Community 2 Pitch - Commercial Rate	D	10,425.00	10,425.00	.00	0.0%
Seasonal Hire Summer - Community 3 Pitch - Community Rate	D	758.00	758.00	.00	0.0%
Seasonal Hire Summer - Community 3 Pitch - Commercial Rate	D	6,313.00	6,313.00	.00	0.0%
Seasonal Hire Winter - Community 3 Pitch - Community Rate	D	966.00	966.00	.00	0.0%
Seasonal Hire Winter - Community 3 Pitch - Commercial Rate	D	6,439.00	6,439.00	.00	0.0%
Seasonal Hire Summer - Reserve - Community Rate	D	519.00	519.00	.00	0.0%
Seasonal Hire Summer - Reserve - Commercial Rate	D	4,329.00	4,329.00	.00	0.0%
Seasonal Hire Winter - Reserve - Community Rate	D	662.00	662.00	.00	0.0%
Seasonal Hire Winter - Reserve - Commercial Rate	D	4,414.00	4,414.00	.00	0.0%
Seasonal Hire Summer - Court - Community Rate	D	176.00	176.00	.00	0.0%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Seasonal Hire Summer - Court - Commercial Rate	D	1,467.00	1,467.00	.00	0.0%
Seasonal Hire Winter - Court - Community Rate	D	224.00	224.00	.00	0.0%
Seasonal Hire Winter - Court - Commercial Rate	D	1,496.00	1,496.00	.00	0.0%
Seasonal Hire Summer - Criterium - Community Rate	D	371.00	371.00	.00	0.0%
Seasonal Hire Summer - Criterium - Commercial Rate	D	3,088.00	3,088.00	.00	0.0%
Seasonal Hire Winter - Criterium - Community Rate	D	472.00	472.00	.00	0.0%
Seasonal Hire Winter - Criterium - Commercial Rate	D	3,149.00	3,149.00	.00	0.0%
Seasonal Hire Summer - Velodrome - Community Rate	D	110.00	110.00	.00	0.0%
Seasonal Hire Summer - Velodrome - Commercial Rate	D	913.00	913.00	.00	0.0%
Seasonal Hire Winter - Velodrome - Community Rate	D	140.00	140.00	.00	0.0%
Seasonal Rate Winter - Velodrome - Commercial Rate	D	932.00	932.00	.00	0.0%
Seasonal Hire Summer - BMX - Community Rate	D	519.00	519.00	.00	0.0%
Seasonal Hire Summer - BMX - Commercial Rate	D	4,329.00	4,329.00	.00	0.0%
Seasonal Hire Winter - BMX - Community Rate	D	662.00	662.00	.00	0.0%
Seasonal Hire Winter - BMX - Commercial Rate	D	4,414.00	4,414.00	.00	0.0%
Seasonal Hire Summer - Athletics - Community Rate	D	1,227.00	1,227.00	.00	0.0%
Seasonal Hire Summer - Athletics - Commercial Rate	D	10,220.00	10,220.00	.00	0.0%
Seasonal Hire Winter - Athletics - Community Rate	D	1,564.00	1,564.00	.00	0.0%
Seasonal Hire Winter - Athletics - Commercial Rate	D	10,425.00	10,425.00	.00	0.0%
Seasonal Hire Summer - Bowls - Community Rate	D	217.00	217.00	.00	0.0%
Seasonal Hire Summer - Bowls - Commercial Rate	D	1,804.00	1,804.00	.00	0.0%
Seasonal Hire Winter - Bowls - Community Rate	D	276.00	276.00	.00	0.0%
Seasonal Hire Winter - Bowls - Commercial Rate	D	1,839.00	1,839.00	.00	0.0%
Leopold Community Hub Community Room	D	37.50	37.50	.00	0.0%
Leopold Community Hub Multi-Purpose Room	D	27.50	27.50	.00	0.0%
Leopold Community Hub Meeting Room	D	23.00	23.00	.00	0.0%
ACECH Community Space 1	D	37.50	37.50	.00	0.0%
ACECH Community Space 2	D	27.50	27.50	.00	0.0%
ACECH Community Space 3	D	27.50	27.50	.00	0.0%
ACECH Meeting Room 2	D	23.00	23.00	.00	0.0%
Golf					
Queens Park 9 Holes	D	20.50	20.50	.00	0.0%
Queens Park 9 Holes Junior	D	14.50	14.50	.00	0.0%
Queens Park M/ship Adult 12 months	D	602.00	602.00	.00	0.0%
Queens Park M/ship Pensioner / Concession 12 months	D	470.00	470.00	.00	0.0%
Queens Park M/ship Student 12 months	D	327.00	327.00	.00	0.0%
Queens Park Adult Green Fee	D	29.00	29.00	.00	0.0%
Queens Park Pensioner / Concession Green Fee	D	20.50	20.50	.00	0.0%
Queens Park Student Green Fee	D	18.00	18.00	.00	0.0%
Queens Park Junior 12 Month Membership	D	138.00	138.00	.00	0.0%
Elcho M/Ship Adult 12 months	D	586.50	586.50	.00	0.0%
Elcho Green Concession and Students u/21	D	22.50	22.50	.00	0.0%
Elcho Green Students u /17 years of age	D	18.00	18.00	.00	0.0%
Elcho M/ship Pensioner / Concession 12 months	D	459.00	459.00	.00	0.0%
Elcho M/ship Student 12 month	D	296.00	296.00	.00	0.0%
Elcho Adult Green Fee	D	28.00	28.00	.00	0.0%
Elcho Park - 9 holes	D	21.50	21.50	.00	0.0%
Balyang Adult Full Membership-12 months	D	389.00	389.00	.00	0.0%
Balyang Concession Membership - 12 months	D	316.50	316.50	.00	0.0%
Balyang Concession Adult Green Fee	D	13.00	13.00	.00	0.0%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Balyang Child Green Fee	D	13.00	13.00	.00	0.0%
Balyang Adult Full Membership - 3 months	D	133.00	133.00	.00	0.0%
Balyang Concession Membership - 3 months	D	107.50	107.50	.00	0.0%
Balyang Adult Full Green Fee	D	15.00	15.00	.00	0.0%
Balyang Group Concession	D	11.50	11.50	.00	0.0%
Green Fees Competition	D	11.00	11.00	.00	0.0%
Balyang School Group	D	9.30	9.30	.00	0.0%
Balyang Junior Membership - 12 months	D	153.00	153.00	.00	0.0%
Balyang Family Membership - 12 months	D	745.00	745.00	.00	0.0%
Balyang Golf Club Hire - 1 Club	D	2.00	2.00	.00	0.0%
Balyang Golf Club Hire - 2 Clubs	D	4.00	4.00	.00	0.0%
Kardinia Pool & Lara Pool					
Swim Adult	D	8.00	8.00	.00	0.0%
Concession	D	6.00	6.00	.00	0.0%
Swim School	D	4.10	4.10	.00	0.0%
Swim Adult x 25	D	160.00	160.00	.00	0.0%
Swim Concession x 25	D	120.00	120.00	.00	0.0%
Swim Spectator	D	2.00	2.00	.00	0.0%
Season ticket (conc)	D	293.00	293.00	.00	0.0%
Season ticket (adult)	D	405.00	405.00	.00	0.0%
Season ticket (family)	D	790.00	790.00	.00	0.0%
Pool Hire 50 m Lane Hire (per hr)+entry fee	D	37.00	37.00	.00	0.0%
Pass Concession Dec	D	248.00	248.00	.00	0.0%
Pass Concession Jan	D	210.00	210.00	.00	0.0%
Pass Concession Feb	D	170.00	170.00	.00	0.0%
Pass Adult Dec	D	346.00	346.00	.00	0.0%
Pass Adult Jan	D	292.00	292.00	.00	0.0%
Pass Adult Feb	D	234.00	234.00	.00	0.0%
Pass Family Dec	D	698.00	698.00	.00	0.0%
Pass Family Jan	D	607.00	607.00	.00	0.0%
Pass Family Feb	D	549.00	549.00	.00	0.0%
Leaners Pool per hr	D	103.00	103.00	.00	0.0%
Diving Pool per hr	D	129.00	129.00	.00	0.0%
Toddlers Pool per hr	D	102.50	102.50	.00	0.0%
School Swim and Slide	D	8.40	8.40	.00	0.0%
Swim/slide unlimited	D	12.00	12.00	.00	0.0%
Swim Locker (Deposit $1.00)	D	2.00	2.00	.00	0.0%
Replacement Card	D	4.00	4.00	.00	0.0%
Kardinia Adult Spectator with Child 5 -18	D	8.00	8.00	.00	0.0%
Kardinia Adult Swimming with Child 5-18	D	12.00	12.00	.00	0.0%
Kardinia Aqua Aerobics	D	14.50	14.50	.00	0.0%
Kardinia Aqua Aerobics Concession	D	11.70	11.70	.00	0.0%
Kardinia Swim Clubs (non profit) lane hire Per Hour	D	10.00	10.00	.00	0.0%
Kardinia Waterslide Per Hour	D	169.00	169.00	.00	0.0%
Learn to Swim	D	17.90	17.90	.00	0.0%
Learn to Swim Concession	D	14.30	14.30	.00	0.0%
Squad	D	18.70	18.70	.00	0.0%
Squad Concession	D	15.00	15.00	.00	0.0%
Private Lesson	D	61.00	61.00	.00	0.0%
Kardinia Carnival - Half Day	D	1,235.00	1,235.00	.00	0.0%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

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Kardinia Carnival Hire, Fina Pool	D	2,470.00	2,470.00	.00	0.0%
Kardinia Adult with Child Under 5	D	6.00	6.00	.00	0.0%
Kardinia Carnival Hire, Olympic Pool	D	1,989.00	1,989.00	.00	0.0%
School Slide After Entry	D	3.60	3.60	.00	0.0%
Club/School Half Day Carnival	D	928.00	928.00	.00	0.0%
Club/School Carnival, Fina Pool	D	1,778.00	1,778.00	.00	0.0%
Club/School Carnival, Olympic Pool	D	1,420.00	1,420.00	.00	0.0%
Club Whole Pool Hire, Per Hour	D	215.00	215.00	.00	0.0%
Whole Pool Hire, Per Hour	D	277.00	277.00	.00	0.0%
Adult Aqua Aerobics x 10	D	130.50	130.50	.00	0.0%
Adult Aqua Aerobics - Concession x 10	D	105.00	105.00	.00	0.0%
Leisurelink, Waterworld, Splashdown, BASC					
Adult M/Ship 12 months	D	1,080.00	1,080.00	.00	0.0%
Adult M/Ship Monthly Debit Joining Fee	D	49.00	49.00	.00	0.0%
Adult M/Ship Monthly	D	90.00	90.00	.00	0.0%
Fam M/Ship 12 months	D	1,860.00	1,860.00	.00	0.0%
Fam M/Ship Monthly Debit Joining Fee	D	49.00	49.00	.00	0.0%
Fam M/Ship Monthly	D	155.00	155.00	.00	0.0%
Con/Offpeak Adult M/ship 12 months	D	810.00	810.00	.00	0.0%
Con/Offpeak Adult M/Ship Mthly Debit Join Fee	D	49.00	49.00	.00	0.0%
Con/Offpeak Adult M/Ship Monthly	D	67.50	67.50	.00	0.0%
Corp M/Ship Adult weekly	D	18.70	18.70	.00	0.0%
Corp M/Ship Adult yearly	D	972.00	972.00	.00	0.0%
Corp M/Ship Adult Direct Debit	D	81.00	81.00	.00	0.0%
Corp M/Ship Family yearly	D	1,674.00	1,674.00	.00	0.0%
Corp M/Ship Family Direct Debit	D	139.50	139.50	.00	0.0%
Fam Monthly Debit x 1 student	D	398.00	398.00	.00	0.0%
Fam Monthly Debit x 2 students	D	642.00	642.00	.00	0.0%
Concession Plus 70% Student	D	243.00	243.00	.00	0.0%
Corp Family Monthly Debit x 1 student	D	160.50	160.50	.00	0.0%
Corp Family Monthly Debit x 2 students	D	181.50	181.50	.00	0.0%
Active Adult Monthly Debit	D	59.00	59.00	.00	0.0%
Corp M/Ship Family Payroll Deduction	D	31.30	31.30	.00	0.0%
Casual 25 Metre Lane Hire	D	37.00	37.00	.00	0.0%
Club 25 Metre Lane Hire	D	10.00	10.00	.00	0.0%
Active Adult Joining Fee	D	49.00	49.00	.00	0.0%
Corp Fam M/Ship Family Payroll + 1 student	D	35.85	35.85	.00	0.0%
Corp Fam Monthly Debit x 3 students	D	202.50	202.50	.00	0.0%
Corp Fam M/ship Family Payroll + 2 students	D	181.50	181.50	.00	0.0%
Active Adult GOLD Joining Fee	D	49.00	49.00	.00	0.0%
Active Adult GOLD - Monthly Debit	D	67.50	67.50	.00	0.0%
Corporate Family Payroll + 2 Students	D	40.70	40.70	.00	0.0%
Not for profit lane hire	D	.00	.00	.00	na
Adult M/Ship 3 months	D	518.00	518.00	.00	0.0%
Adult Renew 12 months	D	900.00	900.00	.00	0.0%
Family Renew 12 months	D	1,550.00	1,550.00	.00	0.0%
Con/Offpeak Renew 12 months	D	675.00	675.00	.00	0.0%
Active Adults 12 Months	D	708.00	708.00	.00	0.0%
Off Peak Upgrade	D	7.30	7.30	.00	0.0%
Membership Card Replacement	D	4.00	4.00	.00	0.0%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

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Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Corp Adult 12 Mth Renew	D	810.00	810.00	.00	0.0%
Corp Family 12 Mth Renew	D	1,395.00	1,395.00	.00	0.0%
Active Adults 3 months	D	226.00	226.00	.00	0.0%
Active Adults 3 months Renew	D	177.00	177.00	.00	0.0%
Active Adults GOLD - 12 months	D	810.00	810.00	.00	0.0%
Gym Adult	D	17.50	17.50	.00	0.0%
Gym Concession	D	14.00	14.00	.00	0.0%
Aerobics Adult	D	14.50	14.50	.00	0.0%
Aerobics Concession	D	11.70	11.70	.00	0.0%
Gym Adult x 10	D	157.50	157.50	.00	0.0%
Gym Concession x 10	D	126.00	126.00	.00	0.0%
Fitness Assessment	D	60.00	60.00	.00	0.0%
Champ Card - Gym	D	183.00	183.00	.00	0.0%
Aerobics Adult x 10	D	130.50	130.50	.00	0.0%
Aerobics Concession x 10	D	105.00	105.00	.00	0.0%
Aerobics Group	D	133.00	133.00	.00	0.0%
Group Personal Training	D	250.00	250.00	.00	0.0%
Virtual Classes plus Free Swim	D	14.50	14.50	.00	0.0%
Virtual Classes plus Free Swim Concession	D	11.70	11.70	.00	0.0%
3D Body Composition Testing - Member price per scan	D	20.00	20.00	.00	0.0%
3D Body Composition Testing - Non Member price per scan	D	40.00	40.00	.00	0.0%
Swim/Sauna/Spa Adult	D	14.30	14.30	.00	0.0%
Swim/Sauna/Spa Concession	D	11.50	11.50	.00	0.0%
Aqua Aerobics Adult	D	14.50	14.50	.00	0.0%
Aqua Aerobics Concession	D	11.70	11.70	.00	0.0%
Aqua Aerobics Adult x 10	D	130.50	130.50	.00	0.0%
Aqua Aerobics Concession x 10	D	105.00	105.00	.00	0.0%
Swim Adult	D	8.00	8.00	.00	0.0%
Swim Concession	D	6.00	6.00	.00	0.0%
Swim School	D	4.10	4.10	.00	0.0%
Swim Adult x 25	D	160.00	160.00	.00	0.0%
Swim Spectator Fee	D	2.00	2.00	.00	0.0%
Single Waterslide	D	3.00	3.00	.00	0.0%
Unlimited Ticket Waterslide	D	15.00	15.00	.00	0.0%
Unlimited Ticket Waterslide After Entry	D	9.00	9.00	.00	0.0%
Adult after Entry Swim/Sauna/Spa	D	6.30	6.30	.00	0.0%
Concession after Entry Swim/Sauna/Spa	D	5.50	5.50	.00	0.0%
Swim Concession x 25	D	120.00	120.00	.00	0.0%
Squad Casual Member	D	13.60	13.60	.00	0.0%
Squad Casual Non Member	D	17.00	17.00	.00	0.0%
Squad Member x 25 visits	D	272.00	272.00	.00	0.0%
Squad Non Member x 25 visits	D	340.00	340.00	.00	0.0%
Champ Cards - Swim	D	106.00	106.00	.00	0.0%
Group Adult Swim	D	6.00	6.00	.00	0.0%
Pool Parties - Catered Party	D	27.00	27.00	.00	0.0%
Pool Parties - Inflatable Per Hour	D	110.00	110.00	.00	0.0%
Pool Parties - Party Deposit	D	100.00	100.00	.00	0.0%
Swim Adult With Child Under 5 yrs	D	6.00	6.00	.00	0.0%
Swim Adult With Child 5 - 18 yrs	D	12.00	12.00	.00	0.0%
Swim Family (Spectator) with Child aged 5 - 18 yrs	D	8.00	8.00	.00	0.0%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Learn to Swim	D	17.90	17.90	.00	0.0%
Learn to Swim Concession	D	14.30	14.30	.00	0.0%
Learn to Swim - Squad	D	18.70	18.70	.00	0.0%
Learn to Swim - Squad Concession	D	15.00	15.00	.00	0.0%
Learn to Swim - Private Lesson	D	61.00	61.00	.00	0.0%
Webstar Learn to Swim	D	30.00	30.00	.00	0.0%
Webstar Learn to Swim Concession	D	24.00	24.00	.00	0.0%
Webstar Learn to Swim x 2 Classes	D	54.00	54.00	.00	0.0%
Webstar Private Lesson	D	100.00	100.00	.00	0.0%
Webstar Squad	D	31.50	31.50	.00	0.0%
Webstar Squad Concession	D	25.20	25.20	.00	0.0%
Swim Lessons - 30 min Group 5-6	D	8.40	8.40	.00	0.0%
Swim Lessons - 30 min Group 7-8	D	7.20	7.20	.00	0.0%
Swim Lessons - 45min Group 5-6	D	10.55	10.55	.00	0.0%
Swim Lessons - 45 min Group 7-8	D	8.70	8.70	.00	0.0%
Swim Lessons - 60min Group 5-6	D	12.70	12.70	.00	0.0%
Swim Lessons - 60min Group 5-6	D	10.20	10.20	.00	0.0%
Creche Aerobics Staff	D	6.80	6.80	.00	0.0%
Creche Casual Visit 30 mins (Member)	D	3.30	3.30	.00	0.0%
Creche casual Visit 30 mins (Non Member)	D	5.50	5.50	.00	0.0%
Creche 25 visit pass 30 mins (Member)	D	65.10	65.10	.00	0.0%
Creche 25 visit pass 30 mins (Non Member)	D	109.20	109.20	.00	0.0%
Occasional Care 3 hr	D	30.00	30.00	.00	0.0%
Occasional Care half hour	D	6.00	6.00	.00	0.0%
Arena					
Arena - Annex Hire - Community Group	D	4,180.00	4,180.00	.00	0.0%
Arena - Annex Hire - Commercial Use - per day	D	6,930.00	6,930.00	.00	0.0%
Arena - Auditorium Hire - Promoter Rate (concerts only)	D	6,300.00	6,300.00	.00	0.0%
Arena - Auditorium Hire - Community Group per day	D	3,100.00	3,100.00	.00	0.0%
Arena - Auditorium Hire - Commercial Use per day	D	5,100.00	5,100.00	.00	0.0%
Arena - Venue Bump In/Out Day - Events	D	815.00	815.00	.00	0.0%
Arena - Labour Crew - Chief Fire Warden	D	70.00	70.00	.00	0.0%
Arena - Labour Crew - Safety Officer	D	70.00	70.00	.00	0.0%
Arena - Labour Crew - Event Supervisor	D	62.50	62.50	.00	0.0%
Arena - Labour Crew - FOH Supervisor	D	62.50	62.50	.00	0.0%
Arena - Labour Crew - Box Office Attendant	D	52.50	52.50	.00	0.0%
Arena - Labour Crew - Ticket Checker/Usher	D	52.50	52.50	.00	0.0%
Arena - Labour Crew - Labour Crew	D	52.50	52.50	.00	0.0%
Arena - Public Holiday Rates - Chief Fire Warden	D	143.00	143.00	.00	0.0%
Arena - Public Holiday Rates - Safety Officer	D	143.00	143.00	.00	0.0%
Arena - Public Holiday Rates - Event Supervisor	D	122.00	122.00	.00	0.0%
Arena - Public Holiday Rates - FOH Supervisor	D	105.00	105.00	.00	0.0%
Arena - Public Holiday Rates - Box Office Attendant	D	90.00	90.00	.00	0.0%
Arena - Public Holiday Rates - Ticket Checker/Usher	D	90.00	90.00	.00	0.0%
Arena - Public Holiday Rates - Labour Crew	D	90.00	90.00	.00	0.0%
Arena - Contractors - Security	D	52.50	52.50	.00	0.0%
Arena - Contractors - Cleaners	D	52.50	52.50	.00	0.0%
Arena - Contractors - First Aid - Commercial	D	55.00	55.00	.00	0.0%
Arena - Contractors - First Aid - Community	D	45.00	45.00	.00	0.0%
Arena - Contractors - Trades - Rigger, electrician, plumber, etc	D	133.25	133.25	.00	0.0%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Arena - Contractors - Road Crew	D	67.65	67.65	.00	0.0%
Arena - Contractors - House Technician	D	67.65	67.65	.00	0.0%
Arena - Fire Isolation (min 4 hrs) - Fire Services Daytime 7am to 5pm	D	280.00	280.00	.00	0.0%
Arena - Fire Isolation (min 4 hrs) - Fire Services After Hours 7pm to 7am	D	740.00	740.00	.00	0.0%
Arena - Services - Waste Disposal - per skip - recycle & garbage	D	95.00	95.00	.00	0.0%
Arena - Services - Sanitary bins - per bin	D	13.00	13.00	.00	0.0%
Arena - Services - Two way radio	D	19.00	19.00	.00	0.0%
Arena - Services - Catering fee per person	D	1.00	1.00	.00	0.0%
Arena - Services - Linen - table cloths each	D	18.00	18.00	.00	0.0%
Arena - Annex Hire - Basketball per court Per Hour - after 5pm	D	39.25	39.25	.00	0.0%
Arena - Annex Hire - Basketball per court Per Hour - all other times	D	32.00	32.00	.00	0.0%
Arena - Annex Hire - Casual Shoot Around per person	D	4.00	4.00	.00	0.0%
Arena - Annex Hire - School Tournament Days 3 courts - 9am - 3pm	D	433.50	433.50	.00	0.0%
Arena - Auditorium Hire - Basketball court Per Hour	D	90.00	90.00	.00	0.0%
Arena - Auditorium Hire - Basketball court Per Hour - community	D	56.00	56.00	.00	0.0%
Arena - Auditorium Hire - School Tournaments - must be booked with Annex	D	255.00	255.00	.00	0.0%
Arena - Back Stage - Back Stage open space	D	95.00	95.00	.00	0.0%
Arena - Back Stage - Back Stage break out rooms - all three	D	55.00	55.00	.00	0.0%
Arena - Function Room - Council Depts per day	D	127.50	127.50	.00	0.0%
Arena - Function Room - Community Groups per day	D	255.00	255.00	.00	0.0%
Arena - Function Room - Private/Commercial Group per day	D	408.00	408.00	.00	0.0%
Arena - Function Room - Staff member hire Per Hour	D	53.50	53.50	.00	0.0%
Arena - Board Room/Meeting Room - Council Depts per day	D	127.50	127.50	.00	0.0%
Arena - Board Room/Meeting Room - Community Groups Per Hour	D	28.00	28.00	.00	0.0%
Arena - Board Room/Meeting Room - Private/Commercial Group per day - room only	D	112.50	112.50	.00	0.0%
Arena - Board Room/Meeting Room - Private/Commercial per day - inc projector	D	189.00	189.00	.00	0.0%
Arena - Kitchen - Private/Commercial Group per day	D	275.50	275.50	.00	0.0%
Arena - Options - Projector per day	D	76.50	76.50	.00	0.0%
Arena - Options - Tea/Coffee per person	D	4.35	4.35	.00	0.0%
Indoor Activity Centres					
CLTC B/Ball Casual before 5pm	D	32.00	32.00	.00	0.0%
CLTC B/Ball After 5pm	D	39.25	39.25	.00	0.0%
CLTC Badminton Casual before 5pm	D	14.00	14.00	.00	0.0%
CLTC Badminton After 5pm	D	16.50	16.50	.00	0.0%
CLTC MP Room Casual before 5pm	D	25.00	25.00	.00	0.0%
CLTC MP Room After 5pm	D	28.00	28.00	.00	0.0%
CLTC N/Ball O/Door Casual rate	D	10.20	10.20	.00	0.0%
CLTC Meet Rm Casual before 5pm	D	28.00	28.00	.00	0.0%
CLTC Meet Rm After 5pm	D	28.00	28.00	.00	0.0%
CLTC Meet Rm User grp schools before 5pm	D	22.00	22.00	.00	0.0%
CLTC - V/Ball & Soccer Casual before 5pm	D	36.50	36.50	.00	0.0%
CLTC - V/Ball & Soccer Casual after 5pm	D	40.20	40.20	.00	0.0%
CLTC - Sports Club (per Child)	D	10.20	10.20	.00	0.0%
CLTC - Futsal Stars Development & Transition (per player)	D	10.20	10.20	.00	0.0%
CLTC Squash Casual before 5pm	D	10.00	10.00	.00	0.0%
CLTC Squash After 5pm	D	18.00	18.00	.00	0.0%
CLTC - B/Ball Causal User Shootaround	D	4.00	4.00	.00	0.0%
CLTC Street Soccer before 5pm	D	22.50	22.50	.00	0.0%
CLTC Street Soccer After 5pm	D	22.50	22.50	.00	0.0%
CLTC Synthetic Pitch Hire Affiliate Full Pitch before 4pm	D	73.50	73.50	.00	0.0%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
CLTC Synthetic Pitch Hire Non-Affiliate Full Pitch before 4pm	D	94.00	94.00	.00	0.0%
CLTC Synthetic Pitch Casual Hire Full Pitch before 4pm	D	100.00	100.00	.00	0.0%
CLTC Synthetic Pitch Hire Affiliate Full Pitch after 4pm	D	84.00	84.00	.00	0.0%
CLTC Synthetic Pitch Hire Non-Affiliate Full Pitch after 4pm	D	109.50	109.50	.00	0.0%
CLTC Synthetic Pitch Casual Hire Full Pitch after 4pm	D	116.00	116.00	.00	0.0%
CLTC Synthetic Pitch Hire Affiliate Half Pitch before 4pm	D	38.50	38.50	.00	0.0%
CLTC Synthetic Pitch Hire Non-Affiliate Half Pitch before 4pm	D	49.50	49.50	.00	0.0%
CLTC Synthetic Pitch Casual Hire Half Pitch before 4pm	D	54.00	54.00	.00	0.0%
CLTC Meet Rm Day Rate	D	117.50	117.50	.00	0.0%
CLTC Synthetic Pitch Hire Affiliate Half Pitch After 4pm	D	44.00	44.00	.00	0.0%
CLTC Synthetic Pitch Half Pitch Hire After 4pm	D	58.00	58.00	.00	0.0%
CLTC Synthetic Pitch Half Pitch Casual Hire After 4pm	D	62.00	62.00	.00	0.0%
CLTC Synthetic Pitch Hire Non-Affiliate Half Pitch After 4pm	D	58.00	58.00	.00	0.0%
CLTC Synthetic Pitch Social Competition 1/2 Pitch Team Fee Per Week	D	76.00	76.00	.00	0.0%
CLTC Synthetic Pitch Hire Local Tournaments & Events Per Day	D	650.00	650.00	.00	0.0%
BVAC Sports Club (per child)	D	10.20	10.20	.00	0.0%
BVAC Badminton	D	9.50	9.50	.00	0.0%
BVAC B/ton Casual User	D	16.50	16.50	.00	0.0%
BVAC B/Ball Casual User Shoot Around	D	4.00	4.00	.00	0.0%
BVAC Court One B/Ball Casual Hire	D	39.25	39.25	.00	0.0%
BVAC Court Two B/Ball Casual Hire	D	39.25	39.25	.00	0.0%
BVAC Court Three Cricket Casual Hire	D	60.50	60.50	.00	0.0%
BVAC Court Four B/Ball Casual Hire	D	32.00	32.00	.00	0.0%
BVAC Meet Rm	D	23.50	23.50	.00	0.0%
BVAC Sunday Market Outdoor Stall	D	24.50	24.50	.00	0.0%
BVAC Sunday Market Indoor Stall	D	32.00	32.00	.00	0.0%
BVAC Sunday Market Trestle Table Hire	D	5.00	5.00	.00	0.0%
BVAC Sunday Market Clothes Rack Hire	D	5.00	5.00	.00	0.0%
BVAC Sunday Market Storage	D	15.50	15.50	.00	0.0%
BVAC Futsal Stars development & transition (per player)	D	10.80	10.80	.00	0.0%
BVAC Futsal Stars game phase (per player)	D	10.80	10.80	.00	0.0%
BVAC Belmont Market Online Booking Outdoor Stall	D	20.00	20.00	.00	0.0%
BVAC Belmont Market Online Booking Indoor Stall	D	22.00	22.00	.00	0.0%
City, Planning and Economy					
Strategic Implementation					
Planning Scheme Amendment - Application Fee	A	2,872.00	3,096.00	224.00	7.8%
Planning Scheme Amendment - Consideration of Submission Fee - up to 10 submissions	A	14,233.00	15,345.63	1,112.63	7.8%
Planning Scheme Amendment - Consideration of Submission Fee - 11 to 20 submissions	A	28,438.00	30,661.20	2,223.20	7.8%
Planning Scheme Amendment - Consideration of Submission Fee - 20 or more submissions	A	37,998.00	40,986.81	2,988.81	7.9%
Planning Scheme Amendment - Adoption Fee	A	453.00	488.48	35.48	7.8%
Statutory Planning					
Certification Fee - Procedural Plan	A	164.50	174.80	10.30	6.3%
Alter plan prior to Certification	A	104.60	111.10	6.50	6.2%
Certification Fee - Plan of Subdivision	A	164.50	174.80	10.30	6.3%
Recertification	A	132.40	140.70	8.30	6.3%
Change of Use	A	1,241.00	1,318.10	77.10	6.2%
Amend a Permit - change statement or conditions	A	1,241.00	1,318.10	77.10	6.2%
Subdivision of Existing Building or Two lots Only	A	1,241.00	1,318.10	77.10	6.2%
Re -alignment or Consolidation	A	1,241.00	1,318.10	77.10	6.2%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Removal of Restriction (greater than 2 years)	A	1,241.00	1,318.10	77.10	6.2%
Create, Vary or Remove Restriction/Right of Way	A	1,241.00	1,318.10	77.10	6.2%
Create, Vary or Remove Easement	A	1,241.00	1,318.10	77.10	6.2%
Amendments to Subdivision Permits	A	1,241.00	1,318.10	77.10	6.2%
Development Plans	A	307.00	325.80	18.80	6.1%
Amend of End a 173 Agreement	A	620.00	659.00	39.00	6.3%
Certificate of Compliance	A	307.00	325.80	18.80	6.1%
VicSmart Subdivision	A	188.00	199.90	11.90	6.3%
VicSmart Use Permit	A	1,241.00	1,318.10	77.10	6.2%
Amend VicSmart Subdivision	A	188.00	199.90	11.90	6.3%
Amend VicSmart Use Permit	A	1,241.00	1,318.10	77.10	6.2%
Residential Development - Single Dwelling up to $10,000	A	189.00	199.90	10.90	5.8%
Residential Development - Single Dwelling - $10,001 - $100,000	A	593.00	629.40	36.40	6.1%
Residential Development - Single Dwelling - $100,001 - $500,000	A	1,213.00	1,288.50	75.50	6.2%
Residential Development - Single Dwelling - $500,001 - $1,000,000	A	1,310.00	1,392.50	82.50	6.3%
Residential Development - Single Dwelling - $1,000,001 - 2,000,000	A	1,408.00	1,495.80	87.80	6.2%
Residential Development - Single Dwelling - $2,000,001 - $5,000,000	A	3,213.00	3,413.70	200.70	6.2%
Development Buildings & Works up to $100,000	A	1,080.00	1,147.80	67.80	6.3%
Development Buildings & Works $100,001 - $1,000,000	A	1,457.00	1,547.60	90.60	6.2%
Development Buildings & Works $1,000,001 - $5,000,000	A	3,213.00	3,423.70	210.70	6.6%
Development Buildings & Works $5,000,001 - $15,000,000	A	8,189.80	8,700.90	511.10	6.2%
Development Buildings & Works $15,000,001 - $50,000,000	A	24,151.00	25,658.30	1,507.30	6.2%
Development Buildings & Works $50,000,001 - $9,999,999,999	A	54,282.00	57,670.10	3,388.10	6.2%
Amended Residential Permit up to $10,000	A	188.00	199.90	11.90	6.3%
Amended Residential Permit $10,001 - $100,000	A	593.00	629.40	36.40	6.1%
Amended Residential Permit $100,001 - $500,000	A	1,213.00	1,288.50	75.50	6.2%
Amended Residential Permit $500,001 - $1,000,000	A	1,310.00	1,392.50	82.50	6.3%
Amended Residential Permit $1,000,001 - $ 9,999,999	A	3,213.00	3,423.70	210.70	6.6%
Amended Development Permit up to $100,000	A	1,080.00	1,147.80	67.80	6.3%
Amended Development Permit $100,001 - $1,000,000	A	1,457.00	1,547.60	90.60	6.2%
Amended Development Permit $1,000,001 - $9,999,999	A	3,213.00	3,423.70	210.70	6.6%
VicSmart Development Applications up to $10,000	A	188.00	199.90	11.90	6.3%
VicSmart Development Applications $10,001 - $9,999,999,999	A	404.00	429.50	25.50	6.3%
Amended VicSmart Development up to $10,000	A	188.00	199.90	11.90	6.3%
Amended VicSmart Development $10,001 - $9,999,999	A	404.00	429.50	25.50	6.3%
Planning - Decision of Responsible Authority	A	307.00	325.80	18.80	6.1%
Miscellaneous Fees	A	1,241.00	1,318.10	77.10	6.2%
Extension of Time	D	300.00	325.00	25.00	8.3%
Secondary Consents	D	450.00	500.00	50.00	11.1%
Second Extension of Time	D	450.00	425.00	(25.00)	-5.6%
Third Extension of Time	D	550.00	600.00	50.00	9.1%
Closed Planning Files	D	150.00	150.00	.00	0.0%
Written Request for Information	D	165.00	180.00	15.00	9.1%
Written Request for Information Commercial/Industrial/Other	D	240.00	250.00	10.00	4.2%
Demolition Certificate	A	.00	61.00	61.00	na
Secondary Consents - VicSmart	D	.00	100.00	100.00	na
Letter (up to 10) & Sign	D	.00	175.00	175.00	na
Each additional letter	D	.00	6.00	6.00	na
Each additional sign	D	.00	60.00	60.00	na
Newpaper (POA)	D	.00	POA	.00	na

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Pre-Application Advice - Type 1	D	.00	150.00	150.00	na
Pre-Application Advice - Type 2	D	.00	200.00	200.00	na
Pre-Application Advice - Type 3	D	.00	250.00	250.00	na
Pre-Application Advice - Type 4	D	.00	500.00	500.00	na
Local Laws & Traffic					
Impound Release fees - Livestock	D	87.00	88.00	1.00	1.1%
Sustenance Charge (sheep or smaller)	D	19.00	19.00	.00	0.0%
Sustenance Charge - larger than sheep	D	19.00	19.00	.00	0.0%
Labour/Veh Charge - Impound Livestock	D	99.00	100.00	1.00	1.0%
Labour/Veh Charge - Impound Livestock (Sundays)	D	118.00	119.00	1.00	0.8%
Dog Registration - Full	D	195.80	198.70	2.90	1.5%
Dog Pensioner Fee - Full	D	97.90	99.30	1.40	1.4%
Cat Registration Fee - Full	D	149.30	151.50	2.20	1.5%
Cat Reg.Pensioner Fee - Full	D	74.60	75.70	1.10	1.5%
Dog Registration - Dang Dog (Res)	D	271.40	275.40	4.00	1.5%
Dog Registration - Restricted Breed	D	271.40	275.40	4.00	1.5%
Dog Registration - Menacing Dog	D	223.00	226.30	3.30	1.5%
Pensioner Member Canine Association	D	33.90	34.40	.50	1.5%
Obedience Trained Dog	D	67.70	68.70	1.00	1.5%
Pensioner Obedience Trained Dog	D	33.90	34.40	.50	1.5%
Microchipped Dog	D	195.80	198.70	2.90	1.5%
Pensioner Microchipped Dog	D	97.90	99.30	1.40	1.4%
Desexed Dog	D	60.80	61.70	.90	1.5%
Pensioner Desexed Dog	D	30.40	30.80	.40	1.3%
Desexed and M/Chipped Dog	D	43.20	43.80	.60	1.4%
Pensioner Desexed and M/chipped Dog	D	21.60	21.90	.30	1.4%
Dangerous Dog - (Guard Dog)	D	195.80	198.70	2.90	1.5%
Cat Over 10	D	51.20	51.90	.70	1.4%
Pensioner Cat Over 10	D	25.60	25.90	.30	1.2%
Cat Breeder	D	51.20	51.90	.70	1.4%
Pensioner Cat Breeder	D	25.60	25.90	.30	1.2%
Member Association - Cat	D	51.20	51.90	.70	1.4%
Pensioner Member Association - Cat	D	25.60	25.90	.30	1.2%
Microchipped Cat	D	58.00	58.80	.80	1.4%
Pensioner Microchipped Cat	D	29.00	29.40	.40	1.4%
Desexed Cat	D	51.20	51.90	.70	1.4%
Pensioner Desexed Cat	D	25.60	25.90	.30	1.2%
Desexed and M/Chipped Cat	D	33.20	33.60	.40	1.2%
Pensioner Desexed and M/Chipped Cat	D	16.60	16.80	.20	1.2%
Multiple Animal Permits - New	D	148.00	150.00	2.00	1.4%
Multiple Animal Permit - Renewal	D	42.00	42.00	.00	0.0%
Domestic Animal Business Registration	D	234.00	237.00	3.00	1.3%
Domestic Animal Business Reg (5 or less animals)	D	84.00	85.00	1.00	1.2%
Domestic Animal Business Reg (5 or less animals)	D	125.00	126.00	1.00	0.8%
Inspections (ad hoc)	D	108.00	109.00	1.00	0.9%
Microchip Sales	D	20.00	20.00	.00	0.0%
Dog at large day time	A	246.00	254.00	8.00	3.3%
Dog at large night time	A	327.00	338.00	11.00	3.4%
Cat at large	A	83.00	85.00	2.00	2.4%
Contravening Council Order	A	163.00	169.00	6.00	3.7%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Failure to apply to register	A	327.00	338.00	11.00	3.4%
Failure to renew cat or dog registration	A	327.00	338.00	11.00	3.4%
Non-serious injury by non dangerous dog	A	410.00	420.00	10.00	2.4%
Returned Animal to Owner(dogs and cats)	L	34.00	34.00	.00	0.0%
Viewing of CoGG animal registration database	L	28.00	28.00	.00	0.0%
Public printing of Animal registration record cost per record	L	11.00	11.00	.00	0.0%
Microchipped Dog (pre 2013)	D	67.70	69.00	1.30	1.9%
Microchipped Dog Pensioner (pre 2013)	D	33.90	34.00	.10	0.3%
Dog over 10 years desexed	D	60.80	61.00	.20	0.3%
Dog over 10 years desexed pensioner	D	30.40	30.00	(.40)	-1.3%
Cat over 10 years desexed	D	51.20	51.00	(.20)	-0.4%
Cat over 10 years desexed pensioner	D	25.60	26.00	.40	1.6%
Dog Over 10	D	67.70	69.00	1.30	1.9%
Pensioner Dog Over 10	D	33.20	34.00	.80	2.4%
Working Dog	D	67.70	69.00	1.30	1.9%
Pensioner Working Dog	D	33.90	34.00	.10	0.3%
Dog Breeder	D	67.20	69.00	1.80	2.7%
Pensioner Dog Breeder	D	33.90	34.00	.10	0.3%
Member Canine Association	D	67.70	69.00	1.30	1.9%
Release fee (Dogs)	D	82.00	83.00	1.00	1.2%
Release Fees (Cats)	D	82.00	83.00	1.00	1.2%
Parking Fine	D	83.00	85.00	2.00	2.4%
Parking Fine - Loading zones Bus stops etc.	A	99.00	101.00	2.00	2.0%
Parking Fine (Higher Fee)	A	163.00	169.00	6.00	3.7%
Impound Release Fees - Vehicles	D	230.00	233.00	3.00	1.3%
Impound Release Fee - Motor Cycles	D	350.00	355.00	5.00	1.4%
Impound Release Fee	D	117.00	118.00	1.00	0.9%
Roadside Trading Permit	D	220.00	223.00	3.00	1.4%
Application Fee Roadside Trading (non-refundable)	D	90.00	91.00	1.00	1.1%
Replacement Disabled Person Parking Permit	D	18.00	18.00	.00	0.0%
Local Law Permits Other	D	110.00	111.00	1.00	0.9%
Private Car Park Agreement Permits	D	23.00	23.00	.00	0.0%
Local Law Permit Application	D	28.00	28.00	.00	0.0%
Local Law Inspection	D	110.00	111.00	1.00	0.9%
Bulk Rubbish Container - Accredited (monthly)	D	46.00	46.00	.00	0.0%
A Frame (0-60km/h)	D	200.00	203.00	3.00	1.5%
Good for Sale	D	209.00	212.00	3.00	1.4%
A Frame Application/Transfer	D	92.00	93.00	1.00	1.1%
Goods for Sale Application/Transfer	D	92.00	93.00	1.00	1.1%
Busking (month)	D	20.00	20.00	.00	0.0%
Real Estate agent portable signs(local law permit)	D	128.00	129.00	1.00	0.8%
Al Fresco Fixed Furniture	D	87.00	88.00	1.00	1.1%
Al Fresco Late Fee	D	82.00	83.00	1.00	1.2%
Al Fresco Approval Establishment Fee	D	84.00	85.00	1.00	1.2%
Al Fresco Transfer Fee	D	84.00	85.00	1.00	1.2%
Pros/CL Alfresco Occupancy Fee (CAA)	D	39.00	39.00	.00	0.0%
Pros/CL Alfresco Occupancy Fee (non CAA)	D	33.00	33.00	.00	0.0%
Parking					
Permit Parking - Western Beach	D	2,376.00	2,610.00	234.00	9.8%
Reserve/Business Parking - Civic Centre	D	3,168.00	3,480.00	312.00	9.8%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
General Permit (unreserved space) - Civic Centre	D	2,480.00	2,730.00	250.00	10.1%
Reserved Space - Busport	D	3,168.00	3,480.00	312.00	9.8%
Permit Space (unreserved) - Busport	D	2,480.00	2,730.00	250.00	10.1%
Casual Street Parking	D	3.10	3.20	.10	3.2%
Wesley Parking Permits	D	2,480.00	2,730.00	250.00	10.1%
Reserve Car Park Space - Metered	D	46.00	46.00	.00	0.0%
Reserve Car Park Space - unmetered	D	25.00	25.00	.00	0.0%
Park Permits - Lt Ryrie OSCP	D	2,480.00	2,480.00	.00	0.0%
Reserved Car Parking Spaces (Long Term) Non- Metered	D	20.50	21.00	.50	2.4%
Reserved Car Parking Spaces (Long Term) Metered	D	37.00	37.00	.00	0.0%
Mobile Courier Parking Permit	D	115.00	116.00	1.00	0.9%
Mobile Business Parking Permit	D	345.00	350.00	5.00	1.4%
Street Occupation per day (no building permit)	L	35.00	35.00	.00	0.0%
Replacement swipe permit pass	D	25.00	25.00	.00	0.0%
4P capped parking fee	D	6.40	6.50	.10	1.6%
3P capped parking fee	D	6.40	6.50	.10	1.6%
All day capped fee (low occ area)	D	6.40	6.50	.10	1.6%
Haymarket Month Permit	D	2,480.00	2,730.00	250.00	10.1%
Haymarket Day Parking	D	13.50	13.70	.20	1.5%
Infringements - 0.5 penalty unit	L	50.00	50.00	.00	0.0%
Infringements - 2 penalty units	L	200.00	200.00	.00	0.0%
Infringements - 1 penalty unit	A	100.00	100.00	.00	0.0%
Infringements - 3 penalty units	A	300.00	300.00	.00	0.0%
Infringements - 5 penalty units	A	500.00	500.00	.00	0.0%
Litter Infringement - 1 penalty unit	A	148.00	148.00	.00	0.0%
Building Services					
Build Permit Regd Build - Dwellings & Multi Unit Develop - Up to $150,000	D	1,938.00	1,938.00	.00	0.0%
Build Permit Regd Build - Dwellings & Multi Unit Develop - $150,001 - $250,000	D	2,550.00	2,550.00	.00	0.0%
Build Permit Regd Build - Dwellings & Multi Unit Develop - $250,001 - $350,000	D	3,050.90	3,050.90	.00	0.0%
Build Permit Regd Build - Dwellings & Multi Unit Develop - $350,001 - $400,000	D	4,080.00	4,080.00	.00	0.0%
Build Permit Regd Build - Dwellings & Multi Unit Develop - $400,001 - $500,000	D	5,100.00	5,100.00	.00	0.0%
Build Permit Regd Build - Dwellings & Multi Unit Develop - $500,001 - $600,000	D	6,120.00	6,120.00	.00	0.0%
Build Permit Regd Build - Dwellings & Multi Unit Develop - $600,001 - $800,000 (P.O.A)	D	.00	.00	.00	na
Build Permit Regd Build - Dwellings & Multi Unit Develop - $800,001 - $1,000,000 (P.O.A)	D	.00	.00	.00	na
Build Permit Regd Build - Dwellings & Multi Unit Develop - >$1,000,000 (P.O.A)	D	.00	.00	.00	na
Build Permits - Regd Build - Alterations & Additions - $10,001 - $25,000	D	1,632.00	1,632.00	.00	0.0%
Build Permits - Regd Build - Alterations & Additions -$25,001 - $50,000	D	2,040.00	2,040.00	.00	0.0%
Build Permits - Regd Build - Alterations & Additions - $100,001 - $150,000	D	3,060.00	3,060.00	.00	0.0%
Build Permits - Regd Build - Alterations & Additions - $50,001 - $100,000	D	3,672.00	3,672.00	.00	0.0%
Build Permits - Regd Build - Alterations & Additions - $150,001 - $200,000	D	4,284.00	4,284.00	.00	0.0%
Build Permits - Regd Build - Alterations & Additions - $200,001 - $300,000 (P.O.A)	D	.00	.00	.00	na
Build Permits - Regd Build - Alterations & Additions - $300,001 - $400,000 (P.O.A)	D	.00	.00	.00	na
Build Permits - Regd Build - Alterations & Additions - $400,001 - $500,000 (P.O.A)	D	.00	.00	.00	na
Build Permits - Regd Build - Alterations & Additions -$500,001 - $600,000 (P.O.A)	D	.00	.00	.00	na
Build Permits - Regd Build - Alterations & Additions - $600,001 - $800,000 (P.O.A)	D	.00	.00	.00	na
Build Permits - Regd Build - Alterations & Additions - >$800,000 (P.O.A)	D	.00	.00	.00	na
Build Permits - Own Build - Alterations & Additions - $10,001 - $25,000	D	2,244.00	2,244.00	.00	0.0%
Build Permits - Own Build - Alterations & Additions - $25,001 - $50,000	D	2,652.00	2,652.00	.00	0.0%
Build Permits - Own Build - Alterations & Additions - $50,001 - $100,000	D	3,672.00	3,672.00	.00	0.0%
Build Permits - Own Build - Alterations & Additions - $100,001 - $150,000	D	4,284.00	4,284.00	.00	0.0%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Build Permits - Own Build - Alterations & Additions - $150,001 - $200,000	D	4,896.00	4,896.00	.00	0.0%
Build Permits - Own Build - Alterations & Additions - $200,001 - $300,000 (P.O.A)	D	.00	.00	.00	na
Build Permits - Own Build - Alterations & Additions - $300,001 - $400,000 (P.O.A)	D	.00	.00	.00	na
Build Permits - Own Build - Alterations & Additions - $400,001 - $500,000 (P.O.A)	D	.00	.00	.00	na
Build Permits - Own Build - Alterations & Additions - $500,001 - $600,000 (P.O.A)	D	.00	.00	.00	na
Build Permits - Own Build - Alterations & Additions - $600,001 - $800,000 (P.O.A)	D	.00	.00	.00	na
Build Permits - Own Build - Alterations & Additions - >$800,000 - (P.O.A)	D	.00	.00	.00	na
Build Permits - Regd Build - Class 2 to Class 9 - Up to $10,000	D	1,690.00	1,732.00	42.00	2.5%
Build Permits - Regd Build - Class 2 to Class 9 - $10,001 - $50,000	D	2,180.00	2,235.00	55.00	2.5%
Build Permits - Regd Build - Class 2 to Class 9 - $50,001 - $100,000	D	2,274.00	2,330.50	56.50	2.5%
Build Permits - Regd Build - Class 2 to Class 9 - $100,001 - $150,000	D	2,456.00	2,517.00	61.00	2.5%
Build Permits - Regd Build - Class 2 to Class 9 - $150,001 - $200,000	D	2,927.00	3,000.00	73.00	2.5%
Build Permits - Regd Build - Class 2 to Class 9 - $200,001 - $300,000	D	3,533.00	3,621.00	88.00	2.5%
Build Permits - Regd Build - Class 2 to Class 9 - $300,001 - $500,000	D	4,072.00	4,175.00	103.00	2.5%
Build Permits - Regd Build - Class 2 to Class 9 - $500,001 - $600,000	D	5,154.00	5,282.00	128.00	2.5%
Build Permits - Regd Build - Class 2 to Class 9 - $600,001 - $800,000	D	7,402.00	7,587.00	185.00	2.5%
Build Permits - Regd Build - Class 2 to Class 9 - $800,001 - $1,000,000	D	8,882.00	9,104.00	222.00	2.5%
Build Permits - Regd Build - Class 2 to Class 9 - >$1,000,000 (P.O.A)	D	.00	.00	.00	na
Build Permits - Own Build - Class 2 to Class 9 - Up to $10,000	D	2,295.00	2,352.00	57.00	2.5%
Build Permits - Own Build - Class 2 to Class 9 - $10,001 - $50,000	D	2,856.00	2,927.00	71.00	2.5%
Build Permits - Own Build - Class 2 to Class 9 - $50,001 - $100,000	D	3,744.00	3,837.00	93.00	2.5%
Build Permits - Own Build - Class 2 to Class 9 - $100,001 - $150,000	D	4,818.00	4,938.00	120.00	2.5%
Build Permits - Own Build - Class 2 to Class 9 - $150,001 - $200,000	D	5,900.00	6,047.00	147.00	2.5%
Build Permits - Own Build - Class 2 to Class 9 - $200,001 - $300,000	D	6,762.00	6,930.00	168.00	2.5%
Build Permits - Own Build - Class 2 to Class 9 - $300,001 - $500,000	D	7,864.00	8,060.00	196.00	2.5%
Build Permits - Own Build - Class 2 to Class 9 - $500,001 - $600,000	D	9,098.00	9,325.00	227.00	2.5%
Build Permits - Own Build - Class 2 to Class 9 - $600,001 - $800,000	D	10,040.00	10,291.00	251.00	2.5%
Build Permits - Own Build - Class 2 to Class 9 - $800,001 - $1,000,000	D	11,873.80	12,170.00	296.20	2.5%
Build Permits - Own Build - Class 2 to Class 9 - >$1,000,000 (P.O.A)	D	.00	.00	.00	na
Build Permits - Regd Builder - Reclad/re -roof/restump - Up to $5,000	D	1,530.00	1,530.00	.00	0.0%
Build Permits - Regd Builder - Reclad/re -roof/restump - $5,001 - $10,000	D	2,040.00	2,040.00	.00	0.0%
Build Permits - Regd Builder - Reclad/re -roof/restump - >$10k refer to alts & adds	D	.00	.00	.00	na
Build Permits - Own Builder - Reclad/re -roof/restump - Up to $5,000	D	1,683.00	1,683.00	.00	0.0%
Build Permits - Own Builder - Reclad/re -roof/restump - $5,001 - $10,000	D	2,550.00	2,550.00	.00	0.0%
Build Permits - Own Builder - Reclad/re -roof/restump >$10k refer to alts & adds	D	.00	.00	.00	na
Build Permits - Regd Build - Swimming Pools/Spas/Decks - Up to $10,000	D	1,683.00	1,683.00	.00	0.0%
Build Permits - Regd Build - Swimming Pools/Spas/Decks - $10,001 - $25,000	D	2,295.00	2,295.00	.00	0.0%
Build Permits - Regd Build - Swimming Pools/Spas/Decks - >$25,000 - refer to alts & adds	D	.00	.00	.00	na
Build Permits - Own Build - Swimming Pools/Spas/Decks - Up to $10,000	D	2,040.00	2,040.00	.00	0.0%
Build Permits - Own Build - Swimming Pools/Spas/Decks - $10,001 - $25,000	D	2,448.00	2,448.00	.00	0.0%
Build Permits - Own Build - Swimming Pools/Spas/Decks ->$25,000 refer to alts & adds	D	.00	.00	.00	na
Build Permit - Regd Build - Masts/Antennas, Retaining Walls - Up to $10,000	D	867.00	867.00	.00	0.0%
Build Permit - Regd Build - Masts/Antennas, Retaining Walls - $10,001 - $25,000	D	1,530.00	1,530.00	.00	0.0%
Build Permit - Regd Build - Masts/Antennas, Retaining Walls - >$25,000 - refer to alts & adds	D	.00	.00	.00	na
Build Permit - Own Build - Masts/Antennas, Retaining Walls - Up to $10,000	D	1,071.00	1,071.00	.00	0.0%
Build Permit - Own Build - Masts/Antennas, Retaining Walls - $10,001 - $25,000	D	2,040.00	2,040.00	.00	0.0%
Build Permit - Own Build - Masts/Antennas, Retaining Walls ->$25k refer to alts & adds	D	.00	.00	.00	na
Build Permit - Regd Build - Timber Metal Fences & Screens - Up to $10,000	D	561.00	561.00	.00	0.0%
Build Permit - Regd Build - Brick Fences - Up to $10,000	D	693.60	693.60	.00	0.0%
Build Permit - Regd Build - Any Fence - $10,001 - $20,000	D	765.00	765.00	.00	0.0%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Build Permit - Regd Build - Any Fence >$20k refer to alts & adds	D	.00	.00	.00	na
Build Permits - Own Build - Timber Metal Fences & Screens - Up to $10,000	D	591.60	591.60	.00	0.0%
Build Permits - Own Build - Brick Fences - Up to $10,000	D	714.00	714.00	.00	0.0%
Build Permits - Own Build - Any Fence - $10,001 - $20,000	D	816.00	816.00	.00	0.0%
Build Permits - Own Build - Any Fence >$25,000 - refer to alts & adds	D	.00	.00	.00	na
Build Permit - Regd Build - Signs - Attach to building & pole mounted - Up to $10k	D	663.00	663.00	.00	0.0%
Build Permit - Regd Build - Signs - Attach to building & pole mounted - $10k - $20k	D	867.00	867.00	.00	0.0%
Build Permit - Regd Build - Signs - Attach to building & pole mounted - $20k refer to alts & adds	D	.00	.00	.00	na
Build Permit - Own Build - Signs - Attach to building & pole mounted - Up to $10k	D	816.00	816.00	.00	0.0%
Build Permit - Own Build - Signs - Attach to building & pole mounted - $10k - $20k	D	1,224.00	1,224.00	.00	0.0%
Build Permit - Own Build - Signs - Attach to building & pole mounted - >$20k refer to alts & adds	D	.00	.00	.00	na
Build Permit - Regd build - relocation of dwelling (inc alts & adds) - up to $10k	D	2,550.00	2,550.00	.00	0.0%
Build Permit - Regd build - relocation of dwelling (inc alts & adds) - $10k - 20k	D	3,060.00	3,060.00	.00	0.0%
Build Permit - Regd build - relocation of dwelling (inc alts & adds) -$20k - $50k	D	4,590.00	4,590.00	.00	0.0%
Build Permit - Regd build - relocation of dwelling (inc alts & adds) - $50k - $100k	D	7,650.00	7,650.00	.00	0.0%
Build Permit - Regd build - relocation of dwelling (inc alts & adds) - >$100k (P.O.A)	D	.00	.00	.00	na
Build Permit - Regd Build - Relocation of Dwelling - deposit - Min $5k or $100/m2 - the greater	D	10,200.00	10,200.00	.00	0.0%
Build Permit - Own build - relocation of dwelling (inc alts & adds) - up to $10k	D	3,060.00	3,060.00	.00	0.0%
Build Permit - Own build - relocation of dwelling (inc alts & adds) - $10k - $20k	D	3,570.00	3,570.00	.00	0.0%
Build Permit - Own build - relocation of dwelling (inc alts & adds) - $20k - $50k	D	5,100.00	5,100.00	.00	0.0%
Build Permit - Own build - relocation of dwelling (inc alts & adds) - $50k - $100k	D	8,160.00	8,160.00	.00	0.0%
Build Permit - Own build - relocation of dwelling (inc alts & adds) - >$100k (P.O.A)	D	.00	.00	.00	na
Build Permit - Own build - relocation of dwelling deposit - min $5k or $100/m2 - the greater	D	10,200.00	10,200.00	.00	0.0%
Build Permit - Regd Build - Demolition/Removal - Domestic - Up to $20k	D	674.00	674.00	.00	0.0%
Build Permit - Building Permits & Inspections - outside CoGG - any value (P.O.A)	D	.00	.00	.00	na
Build - Building Permit Levy (All Jobs) >$10,000, 0.128% of cost of works	A	.00	.00	.00	na
Build - Consultancy services - Technical Officers (per hr)	D	135.00	135.00	.00	0.0%
Build - Consultancy services - Building Inspector & Assistant BS (Per hr)	D	161.50	161.50	.00	0.0%
Build - Consultancy services - Building Surveyor (per hr)	D	205.75	205.75	.00	0.0%
Build - Consultancy services - municipal building surveyor/team leaders (per hr)	D	280.50	280.50	.00	0.0%
Build - Lodgement Fee - Commercial Permits (Cost of works = $5k or more)	A	120.35	120.35	.00	0.0%
Build - Lodgement Fee - Domestic Permits (Cost of works = $5k or more)	A	120.35	120.35	.00	0.0%
Build - Info - Sec C - Build Permit Details (10yrs) inc current notices/orders - Std	A	47.00	47.00	.00	0.0%
Build - Info - Sec C - Build Permit Details (10yrs) inc current notices/orders - fast track	D	94.00	94.00	.00	0.0%
Build - Info - Sec D - Land in Special Areas - Std	A	47.00	47.00	.00	0.0%
Build - Info - Sec D - Land in Special Areas - Fast Track	D	94.00	94.00	.00	0.0%
Build - Info - Sec E - Mandatory Inspection Approval Dates	A	47.00	47.00	.00	0.0%
Build - copy plans/documents up to 10yrs old (domestic) min. (up to 3 permits)	D	121.30	121.30	.00	0.0%
Build - Copy plans/documents older than 10yrs (domestic) min. (up to 3 permits)	D	195.50	195.50	.00	0.0%
Build - Copy plans >3 (additional charge per permit)	D	25.50	25.50	.00	0.0%
Build - Copy of Build. Permit or Occup. permit (single doc - domestic) <10ys min. fee	D	70.15	70.15	.00	0.0%
Build - Copy plans/documents up to 10yrs old (commercial) min. (up to 3 permits)	D	213.30	213.30	.00	0.0%
Build - Copy plans/documents older than 10rs (commercial) min. (up to 3 permits)	D	362.75	362.75	.00	0.0%
Build - Copy of Build. Permit or Occup. permit (single doc - commercial) <10yrs min fee	D	106.65	106.65	.00	0.0%
Build - Copying Plans - (A0)	D	10.20	10.20	.00	0.0%
Build - Copying Plans - (A1)	D	9.20	9.20	.00	0.0%
Build - Copying Plans - (A2)	D	8.15	8.15	.00	0.0%
Build - Copying Plans - (A3)	D	2.05	2.05	.00	0.0%
Build - Copying Plans - (A4)	D	1.35	1.35	.00	0.0%
Occupancy Permit/Final Certificate not assoc. with Building Permit Class 1 & 10	D	561.00	561.00	.00	0.0%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Occupancy Permit/Final Certificate not assoc. with Building Permit class 1b	D	1,009.80	1,009.80	.00	0.0%
Occupancy Permit/Final Certificate not assoc. with Building Permit Class 2-9	D	1,224.00	1,224.00	.00	0.0%
Build Permits - Regd Build - Alterations & Additions - Up to $5,000	D	816.00	816.00	.00	0.0%
Build Permits - Regd Build - Alterations & Additions - $5,001 to $10,000	D	1,020.00	1,020.00	.00	0.0%
Build Permits - Own Build - Alterations & Additions - Up to $5,000	D	785.00	785.00	.00	0.0%
Build Permits - Own Build - Alterations & Additions - $5,001 to $10,000	D	890.00	890.00	.00	0.0%
Build - Regd Build - Garage/Carport/Shed/Verandah/Pergola >20m2 - Up to $5,000	D	612.00	612.00	.00	0.0%
Build - Regd Build - Garage/Carport/Shed/Verandah/Pergola >20m2 - $5,000 - $10,000	D	694.00	694.00	.00	0.0%
Build - Building Permits - Extension of Time	D	255.00	255.00	.00	0.0%
Build - Building Permits - Variations, dispensations	D	204.00	204.00	.00	0.0%
Build - Additional/Reinspect Council Permits (current permit only/per inspection)	D	204.00	204.00	.00	0.0%
Build - Building Inspections - Expired Permits	D	185.00	185.00	.00	0.0%
Build - Inspection of Private Building Permits (Councils only) within CoGG (per inspect.)	D	230.00	230.00	.00	0.0%
Build - Info - Sec G - Swimming Pool Barriers Inspection & Report	D	280.00	280.00	.00	0.0%
Build - Info - Sec G - Swimming Pool Barrier Inspections	D	201.50	201.50	.00	0.0%
Build - Regd Build -Garage/Carport/Shed/Verandah/Pergola >20m2 -$10k - $20k	D	800.00	800.00	.00	0.0%
Build - Own Build -Garage/Carport/Shed/Verandah/Pergola >20m2 -$10k - $20k	D	995.00	995.00	.00	0.0%
Build - Regd Build -Garage/Carport/Shed/Verandah/Pergola >20m2 - >$30k-$40k	D	990.00	990.00	.00	0.0%
Build - Own Build -Garage/Carport/Shed/Verandah/Pergola >20m2 >$30k - $40k	D	1,225.00	1,225.00	.00	0.0%
Build - Own Build -Garage/Carport/Shed/Verandah/Pergola >20m2 >$40k - $50k	D	1,685.00	1,685.00	.00	0.0%
Build - Regd Build -Garage/Carport/Shed/Verandah/Pergola >20m2 - >$40k - $50k	D	1,145.00	1,145.00	.00	0.0%
Build - Own Build - Garage/Carport/Shed/Verandah/Pergola >20m2 - Up to $5,000	D	730.00	730.00	.00	0.0%
Build - Own Build - Garage/Carport/Shed/Verandah/Pergola >20m2 - $5,000 - $10,000	D	920.00	920.00	.00	0.0%
Build - Stat - Council Consents - all matters except easements	A	289.00	289.00	.00	0.0%
Build - Stat - Council Consents easements	D	316.20	316.20	.00	0.0%
Build - Stat - Council Comments (built without consent/report)	D	.00	.00	.00	na
Build - Stat - Council Consideration (Built w/out permit) Domestic minor (plus costs)	D	.00	.00	.00	na
Build - Stat - Council Consideration (Built w/out Permit) Domestic Medium (plus costs)	D	.00	.00	.00	na
Build - Stat - Council Consideration (Built w/out Permit) Domestic Major (plus costs)	D	.00	.00	.00	na
Build - Stat - Council Consid. (Built w/out Permit) Commercial Minor, cost<$10k (plus costs)	D	.00	.00	.00	na
Build - Stat - Council Consid. (Built w/out Permit) Commercial Minor, cost<$50k (plus costs)	D	.00	.00	.00	na
Build - Stat - Council Consid. (Built w/out Permit) Commercial Minor, cost>$50k (plus costs)	D	.00	.00	.00	na
Build - Stat - Council Consid. (Built w/out Permit) Commercial Medium, cost<$50k (plus costs)	D	.00	.00	.00	na
Build - Stat - Council Consid. (Built w/out Permit) Commercial Medium, cost<$100k (plus costs)	D	.00	.00	.00	na
Build - Stat - Council Consid. (Built w/out Permit) Commercial Major, cost<$100k (plus costs)	D	.00	.00	.00	na
Build - Stat - Council Consid. (Built w/out Permit) Commercial Major, cost<$300k (plus costs)	D	.00	.00	.00	na
Build - Stat - Council Consid. (Built w/out Permit) Commercial Major, cost<$1m (plus costs)	D	.00	.00	.00	na
Build - Stat - Council Consid. (Built w/out Permit) Commercial Major, cost >$1m (plus costs) (P.O.A)	D	.00	.00	.00	na
Build - Stat -Occupancy Permit - Places of Public Entertainment/Temp Structure - pr hr after 1st 3hrs	D	154.20	154.20	.00	0.0%
Build - Stat - Siting Approval Only (Temporary Structures)	D	367.20	367.20	.00	0.0%
Build - Stat - Caravan Annexe/UMD Installed in Caravan Parks (per inspection)	D	142.30	142.30	.00	0.0%
Build - Info - Sec C - Build Permit Details (10yrs) inc current notices/orders - Std	A	47.00	47.00	.00	0.0%
Build - Info - Sec C - Build Permit Details (10yrs) inc current notices/orders - fast track	D	94.00	94.00	.00	0.0%
Build - Info - Sec D - Land in Special Areas - Std	A	47.00	47.00	.00	0.0%
Build - Info - Sec D - Land in Special Areas - Fast Track	D	94.00	94.00	.00	0.0%
Build - Info - Sec E - Mandatory Inspection Approval Dates	A	47.00	47.00	.00	0.0%
Build - Info - Sec F - Owner Builder Statement	D	94.00	94.00	.00	0.0%
Build - Info - Sec H - Housing Standard of Habitation	D	255.00	255.00	.00	0.0%
Build - Info - Sec I - Existing Buildings - Adjoining Allotments (per property)	D	89.20	89.20	.00	0.0%
Build - Other - Sec J - Declared Road Status	D	89.20	89.20	.00	0.0%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Build - Stat - Council Consid. (Built w/out Permit) Commercial Medium (plus costs)	D	.00	.00	.00	na
Build - Stat - Variation Council Consents	A	133.60	133.60	.00	0.0%
Build- Stat - Application for council assessment - Technical Officers	D	135.00	135.00	.00	0.0%
Build - Stat - Application for council assessment - Building Inspector/ Assistant B.S	D	161.50	161.50	.00	0.0%
Build - Stat - Application for council assessment - Building surveyor	D	205.75	205.75	.00	0.0%
Build - Stat - Application for council assessment - MBS/ Team Leaders	D	280.50	280.50	.00	0.0%
Build Stat - POPE - 0 to 1000 people	D	800.00	800.00	.00	0.0%
Build Stat - POPE - 1000 to 2000 people	D	900.00	900.00	.00	0.0%
Build Stat - POPE - 2000 to 3000 people	D	1,000.00	1,000.00	.00	0.0%
Build Stat - POPE - 3000 to 5000 people	D	1,350.00	1,350.00	.00	0.0%
Build Stat - POPE - 5000 to 10000 people	D	1,950.00	1,950.00	.00	0.0%
Build Stat - POPE - 10000 to 15000 people	D	2,950.00	2,950.00	.00	0.0%
Caravan Park Income	A	.00	.00	.00	na
Caravan Park Registration Fee (per unit)	A	13.60	13.60	.00	0.0%
Build - Hoarding & scaffold over gantry permit fee	D	273.45	273.45	.00	0.0%
Build - Hoarding & Scaffold over gantry min deposit	D	2,000.00	2,000.00	.00	0.0%
Build - Hoarding & scaffold over gantry max deposit	D	25,000.00	25,000.00	.00	0.0%
Build - Hoard & scaffold over gantry space occup fee (m2/per wk - min $130)	D	4.00	4.00	.00	0.0%
Build - Alimaks, chutes, fixed crane base permit fee	D	273.45	273.45	.00	0.0%
Build - Alimaks, chutes, fixed crane base min deposit	D	2,000.00	2,000.00	.00	0.0%
Build - Alimaks, chutes, fixed crane base max deposit	D	25,000.00	25,000.00	.00	0.0%
Build - Build - Alimaks, chutes, fixed crane bases space occup fee (pr wk)	D	273.45	273.45	.00	0.0%
Build - Gantry Permit Fee	D	273.45	273.45	.00	0.0%
Build - Gantry min deposit	D	2,000.00	2,000.00	.00	0.0%
Build - Gantry max deposit	D	25,000.00	25,000.00	.00	0.0%
Build - Site shed over gantry space occup fee (per shed 6x3mtr, pr wk)	D	273.45	273.45	.00	0.0%
Build - Footpath Occup min deposit	D	2,000.00	2,000.00	.00	0.0%
Build - Footpath Occup max Deposit	D	25,000.00	25,000.00	.00	0.0%
Build - Footpath Occup space occup fee (m2/per wk - min $200)	D	4.00	4.00	.00	0.0%
Build - Cranes/lifting device, concrete pumps/motorised plant min deposit	D	2,000.00	2,000.00	.00	0.0%
Build - Cranes/lifting device, concrete pumps/motorised plant max deposit	D	25,000.00	25,000.00	.00	0.0%
Build - Cranes/lifting device, concrete pumps/motorised plant fee (pr day each device)	D	273.45	273.45	.00	0.0%
Build - road/lane closures min deposit	D	2,000.00	2,000.00	.00	0.0%
Build - road/lane closures max deposit	D	25,000.00	25,000.00	.00	0.0%
Build - road/lane closures space occup fee (per lane, per day)	D	273.45	273.45	.00	0.0%
Build - Street Occupation Permit fee	D	273.45	273.45	.00	0.0%
Registration Fee - Swimming Pool Regulation	A	31.84	31.84	.00	0.0%
Information Search Fee - Swimming Pool Regulation	A	47.24	47.24	.00	0.0%
Lodgement Fee - Compliant - Swimming Pool Regulation	A	20.44	20.44	.00	0.0%
Lodgement Fee -Non Compliant - Swimming Pool Regulation	A	385.00	385.00	.00	0.0%
Environmental Health					
Health Septic Tanks Misc Approvals/Permits	D	520.00	527.00	7.00	1.3%
Health Septic Tanks Alterations Permits	D	260.00	263.00	3.00	1.2%
Septic tank plans copy & supply	D	107.00	108.00	1.00	0.9%
Additional inspection fee	D	173.00	175.00	2.00	1.2%
Septic Tank Fast Track fee	D	230.00	233.00	3.00	1.3%
Minor Administrative Changes	D	43.00	43.00	.00	0.0%
Re -Issue Expired Permit	D	107.00	108.00	1.00	0.9%
Health Consult -Inspect Fee -Food Fastrack	D	255.00	258.00	3.00	1.2%
Health Class 1 Prem -Base Rate	D	612.00	621.00	9.00	1.5%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
Health Class 1 Prem -Hospital	D	918.00	931.00	13.00	1.4%
Health Class 1 Prem - Child Care Fac	D	580.00	588.00	8.00	1.4%
Health Class 1 Prem -Aged Services -Meals	D	306.00	310.00	4.00	1.3%
Health Class 2 Prem - Base Rate	D	580.00	588.00	8.00	1.4%
Health Class 2 Prem - Small Scale -50%	D	280.00	284.00	4.00	1.4%
Health Class 2 Prem -Motel Kitchenette/B&B(light breakfast)	D	137.00	139.00	2.00	1.5%
Health Class 2 Prem -Supermarket()	D	1,530.00	1,552.95	22.95	1.5%
Health Class 2 Prem -Multiple Kitchens	D	938.00	952.00	14.00	1.5%
Health Class 2 Prem -Food Factories	D	663.00	672.00	9.00	1.4%
Health Temp Prem (High Risk)	D	580.00	588.00	8.00	1.4%
Food Premises Rating (B) Performance Fee	D	77.00	78.00	1.00	1.3%
Food Premises Rating (C) Performance Fee	D	179.00	181.00	2.00	1.1%
Food Premises Rating (D) Performance Fee	D	300.00	304.00	4.00	1.3%
Health Class 2 Char/NFP 25% base rate	D	145.00	147.00	2.00	1.4%
Health Class 3 Char/NFP - 25% base rate	D	71.00	72.00	1.00	1.4%
Food Vending Machines	D	71.00	72.00	1.00	1.4%
Initial Registration Food Premises - base rate plus 50%	D	872.00	885.00	13.00	1.5%
Additional registration fee -offsite trading	D	66.00	67.00	1.00	1.5%
Health Fines and Costs	A	3,675.00	3,675.00	.00	0.0%
Failing to Register Food Premises	L	812.00	812.00	.00	0.0%
Re -Issue Certificate/Document	D	56.00	56.00	.00	0.0%
Health Consult - Inspect Fee - Food <300m2	D	198.00	200.00	2.00	1.0%
Health Consult - Inspect Fee - Food >300m2	D	388.00	393.00	5.00	1.3%
Health Personal Treatment Est Regist	D	330.00	334.00	4.00	1.2%
Health Body Piercing/Tattooing Regist	D	330.00	334.00	4.00	1.2%
Health Prescribed Accom - (6-20 people)	D	306.00	310.00	4.00	1.3%
Health Prescribed Accom - (21-50 people)	D	306.00	310.00	4.00	1.3%
Health Prescribed Accom - (51-80 people)	D	384.00	389.00	5.00	1.3%
Health Prescribed Accom - (80 + people)	D	475.00	482.00	7.00	1.5%
Transfer of Registration-Health	D	199.00	201.00	2.00	1.0%
Consultancy - Inspection Fee -Health	D	199.00	201.00	2.00	1.0%
Design Fees - Health	D	245.00	248.00	3.00	1.2%
Impound Release fee	D	117.00	118.00	1.00	0.9%
Health Licence Premises - Performance Fee - DEF	D	77.00	78.00	1.00	1.3%
Admin changes incl re -issue documentation	D	43.00	43.00	.00	0.0%
Public Health & Wellbeing infringements(4 penalty unit infringement)	A	634.00	634.00	.00	0.0%
Construct, install or alter OWMS (regulation 196(1)(b),(2)) (minimum fee before 8.2 hours)	A	.00	723.90	723.90	na
Construct, install or alter OWMS (regulation 196(1)(b),(2)) (hourly fee after 8.2 hours - up to a maximum of $2,005.70)	A	.00	90.60	90.60	na
Minor alteration to OWMS (regulation 196(1)(a),(3))	A	.00	551.70	551.70	na
Transfer a permit (regulation 197)	A	.00	147.10	147.10	na
Amend a permit (regulation 198)	A	.00	153.70	153.70	na
Renew a permit (regulation 200)	A	.00	123.10	123.10	na
Exemption (regulation 199) - minimum fee	A	.00	217.30	217.30	na
Exemption (regulation 199) (hourly rate after 2.6 hours up to a maximum $909.50)	A	.00	88.00	88.00	na
National Wool Museum					
NWM Auction Room - Standard Full Day Rate	D	440.00	440.00	.00	0.0%
NWM Auction Room - Regular User Day Rate	D	390.00	390.00	.00	0.0%
NWM Auction Room - CoGG & Community Group Rate	D	340.00	340.00	.00	0.0%
NWM Auction Room - Half Day Rate	D	275.00	275.00	.00	0.0%
NWM Auction Room - Hourly Rate	D	100.00	100.00	.00	0.0%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
NWM Auction and Multifunction Room - Standard Full Day Rate	D	790.00	790.00	.00	0.0%
NWM Auction and Multifunction Room - Regular User Rate	D	700.00	700.00	.00	0.0%
NWM Auction and Multifunction Room - CoGG & Community Group Rate	D	630.00	630.00	.00	0.0%
NWM Auction and Multifunction Room - Half Day Rate	D	485.00	485.00	.00	0.0%
NWM Auction and Multifunction Room - Hourly Rate	D	250.00	250.00	.00	0.0%
NWM Strachan Room - Standard Full Day Rate	D	780.00	780.00	.00	0.0%
NWM Strachan Room - Regular User Day Rate	D	700.00	700.00	.00	0.0%
NWM Strachan Room - CoGG & Community Group Day Rate	D	600.00	600.00	.00	0.0%
NWM Strachan Room - Half Day Rate	D	485.00	485.00	.00	0.0%
NWM Strachan Room - Hourly Rate	D	240.00	240.00	.00	0.0%
Labour - Regular Hourly Rate	D	65.00	65.00	.00	0.0%
Labour - Concessional Hourly Rate	D	40.00	40.00	.00	0.0%
Security & Out of Hours Costs - Museum Staff 5pm -9am Hourly Rate	D	110.00	110.00	.00	0.0%
Security & Out of Hours Costs - Micom Security Call Out - Minimum 4 Hours	D	330.00	330.00	.00	0.0%
Commercial Kitchen Rental - Day Rate	D	550.00	550.00	.00	0.0%
NWM M/Ship Child Age 2-16	D	.00	.00	.00	na
NWM Gen Adm Adult	D	12.00	12.00	.00	0.0%
NWM Gen Adm Concession	D	9.00	9.00	.00	0.0%
NWM Gen Adm Child	D	7.00	7.00	.00	0.0%
NWM Gen Adm Family	D	33.00	33.00	.00	0.0%
NWM Gen Adm Group	D	9.00	9.00	.00	0.0%
NWM Gen Adm School	D	6.00	6.00	.00	0.0%
NWM Gen Adm Pre -School - Group	D	7.00	7.00	.00	0.0%
NWM Gen Adm Pre -School - Individual	D	11.00	11.00	.00	0.0%
Potato Shed					
P-Shed Comm Rate Auditorium Rehearsal	D	38.00	40.00	2.00	5.3%
P-Shed Comm Rate Auditorium Performance	D	47.00	48.00	1.00	2.1%
P-Shed Comm Rate Multi Purpose	D	27.00	28.00	1.00	3.7%
P-Shed Comm Rate Studio	D	27.00	28.00	1.00	3.7%
P-Shed Comm Rate Music 1	D	27.00	28.00	1.00	3.7%
P-Shed Comm Rate Music 2	D	22.00	23.00	1.00	4.5%
P-Shed Comm Rate Music 3	D	22.00	23.00	1.00	4.5%
P-Shed Comm Rate Foyer	D	27.00	28.00	1.00	3.7%
P-Shed Comm Rate Kitchen	D	17.00	18.00	1.00	5.9%
P-Shed Comm Rate Foyer & Hall - Exhibition weekly	D	65.00	66.00	1.00	1.5%
P-Shed Comm Rate All Areas Hourly	D	130.00	133.00	3.00	2.3%
P-Shed Comm Rate All Areas Daily	D	1,000.00	1,050.00	50.00	5.0%
P-Shed Comm Rate All Areas Weekly	D	4,500.00	4,550.00	50.00	1.1%
P-Shed Comm Rate All Areas Weekend	D	1,950.00	2,000.00	50.00	2.6%
P-Shed Comm Rate Auditorium Daily	D	460.00	470.00	10.00	2.2%
P-Shed Comm Rate Multi Purpose Daily	D	280.00	290.00	10.00	3.6%
P-Shed Comm Rate Studio Daily	D	280.00	290.00	10.00	3.6%
P-Shed Comm Rate Music 123 Daily (each room)	D	230.00	240.00	10.00	4.3%
P-Shed Comm Rate Foyer Daily	D	280.00	290.00	10.00	3.6%
P-Shed Comm Rate Kitchen Daily	D	140.00	150.00	10.00	7.1%
P-Shed Comm Rate Auditorium Weekend	D	800.00	830.00	30.00	3.8%
P-Shed Comm Rate Multi Purpose Weekend	D	550.00	580.00	30.00	5.5%
P-Shed Comm Rate Studio Weekend	D	550.00	580.00	30.00	5.5%
P-Shed Comm Rate Music 123 Weekend (each rm)	D	550.00	580.00	30.00	5.5%
P-Shed Comm Rate Foyer Weekend	D	550.00	580.00	30.00	5.5%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
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Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
P-Shed Comm Rate Kitchen Weekend	D	200.00	210.00	10.00	5.0%
P-Shed Comm Rate Auditorium Week	D	3,000.00	3,060.00	60.00	2.0%
P-Shed Comm Rate Multi Purpose Week	D	1,450.00	1,475.00	25.00	1.7%
P-Shed Comm Rate Studio Daily Week	D	1,450.00	1,475.00	25.00	1.7%
P-Shed Comm Rate Music 123 Week (each room)	D	1,000.00	1,030.00	30.00	3.0%
P-Shed Comm Rate Foyer Week	D	1,450.00	1,475.00	25.00	1.7%
P-Shed Comm Rate Kitchen Weekend	D	450.00	460.00	10.00	2.2%
P-Shed Corp Rate Auditorium Rehearsal	D	128.00	130.00	2.00	1.6%
P-Shed Corp Rate Auditorium Performance	D	165.00	168.00	3.00	1.8%
P-Shed Corp Rate Multi Purpose	D	82.00	84.00	2.00	2.4%
P-Shed Corp Rate Studio	D	82.00	84.00	2.00	2.4%
P-Shed Corp Rate Music 1	D	57.00	58.00	1.00	1.8%
P-Shed Corp Rate Music 2	D	57.00	58.00	1.00	1.8%
P-Shed Corp Rate Music 3	D	57.00	58.00	1.00	1.8%
P-Shed Corp Rate Foyer	D	97.00	100.00	3.00	3.1%
P-Shed Corp Rate Kitchen	D	42.00	44.00	2.00	4.8%
P-Shed Corp Rate All Areas	D	410.00	415.00	5.00	1.2%
P-Shed Corp Rate All Areas Daily	D	2,620.00	2,650.00	30.00	1.1%
P-Shed Corp Rate All Areas Weekly	D	8,550.00	8,560.00	10.00	0.1%
P-Shed Corp Rate All Areas Weekend	D	3,925.00	3,975.00	50.00	1.3%
P-Shed Corp Rate Auditorium Daily	D	1,220.00	1,250.00	30.00	2.5%
P-Shed Corp Rate Multi Purpose Daily	D	710.00	730.00	20.00	2.8%
P-Shed Corp Rate Studio Daily	D	710.00	730.00	20.00	2.8%
P-Shed Corp Rate Music 123 Daily (each room)	D	410.00	420.00	10.00	2.4%
P-Shed Corp Rate Foyer Daily	D	690.00	700.00	10.00	1.4%
P-Shed Corp Rate Kitchen Daily	D	210.00	220.00	10.00	4.8%
P-Shed Corp Rate Auditorium Weekend	D	2,360.00	2,375.00	15.00	0.6%
P-Shed Corp Rate Multi Purpose Weekend	D	1,210.00	1,220.00	10.00	0.8%
P-Shed Corp Rate Studio Weekend	D	1,210.00	1,220.00	10.00	0.8%
P-Shed Corp Rate Music 123 Weekend (each rm)	D	790.00	800.00	10.00	1.3%
P-Shed Corp Rate Foyer Weekend	D	1,210.00	1,220.00	10.00	0.8%
P-Shed Corp Rate Kitchen Weekend	D	360.00	375.00	15.00	4.2%
P-Shed Corp Rate Auditorium Week	D	3,920.00	3,975.00	55.00	1.4%
P-Shed Corp Rate Multi Purpose Week	D	2,620.00	2,650.00	30.00	1.1%
P-Shed Corp Rate Studio Week	D	2,620.00	2,650.00	30.00	1.1%
P-Shed Corp Rate Music 123 Week (each room)	D	1,660.00	1,675.00	15.00	0.9%
P-Shed Weekend Surcharge Clean	D	77.00	80.00	3.00	3.9%
P-Shed Extra Cleaning	D	65.00	67.00	2.00	3.1%
P-Shed Rubbish - in Skip Full	D	75.00	80.00	5.00	6.7%
P-Shed Rubbish - in Skip Half	D	49.00	52.00	3.00	6.1%
P-Shed Wastewise Sorting Fee	D	63.00	65.00	2.00	3.2%
P-Shed Add On Insurance	D	45.00	47.00	2.00	4.4%
P-Shed Pro Rata Lights Performance	D	25.00	28.00	3.00	12.0%
P-Shed Radio Mic w/batteries (each)	D	25.00	28.00	3.00	12.0%
P-Shed Microphone lead set (each)	D	25.00	28.00	3.00	12.0%
P-Shed Projector Screen	D	25.00	28.00	3.00	12.0%
P-Shed Full Projector Screen Set Up	D	89.00	92.00	3.00	3.4%
P-Shed Set up / Pick up / Chairs	D	92.00	95.00	3.00	3.3%
P-Shed Stage Set up / Pack up	D	92.00	95.00	3.00	3.3%
P-Shed Set up / Room	D	77.00	80.00	3.00	3.9%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)

Basis of Charge
D= Discretionary A= Act of Parliament L = Local Law

Fees and Charges	Basis of Charge	Charge 2020-21 $ per unit	Charge 2021-22 $ per unit	Movement in price per unit $	Movement in rate %
P-Shed Tech on Call hr (min 3hrs)	D	47.00	50.00	3.00	6.4%
P-Shed Call out - Staff	D	92.00	95.00	3.00	3.3%
P-Shed Security Call out	D	104.00	107.00	3.00	2.9%
P-Shed Incorrect pack up	D	92.00	95.00	3.00	3.3%
P-Shed Dirty Dishes (per item)	D	3.50	4.00	.50	14.3%
P-Shed Tea Coffee Bisc. per head	D	3.50	4.00	.50	14.3%
P-Shed Small Room Setup	D	56.00	60.00	4.00	7.1%
P-Shed Theatre Set Up	D	142.00	145.00	3.00	2.1%
P-Shed Chair Set Up	D	92.00	95.00	3.00	3.3%
P-Shed Lectern Mic	D	39.00	42.00	3.00	7.7%
P-Shed Data Projector and Remote Screen Per Hour	D	31.00	33.00	2.00	6.5%
P-Shed LED Parcan	D	13.00	15.00	2.00	15.4%
P-Shed Globe replacement	D	62.00	65.00	3.00	4.8%
P-Shed Pro Rata Sound Performance	D	25.00	28.00	3.00	12.0%
P-Shed Kiosk Charge	D	41.00	43.00	2.00	4.9%
P-Shed Merchandising Fee	D	21.00	23.00	2.00	9.5%
P-Shed Marketing Fee	D	86.00	88.00	2.00	2.3%
P-Shed Advertising Fee	D	102.00	110.00	8.00	7.8%
P-Shed Postering Fee	D	92.00	95.00	3.00	3.3%
P-Shed Security Loading Fee	D	41.00	45.00	4.00	9.8%
P-Shed Lost Key Fee	D	102.00	110.00	8.00	7.8%
P-Shed Key Re Issue Fee	D	61.00	65.00	4.00	6.6%
P-Shed Ticket Set Up Fee	D	45.00	48.00	3.00	6.7%
P-Shed ProSTAGE	D	38.00	40.00	2.00	5.3%
P-Shed ProSTAGE Rail 1M	D	19.00	20.00	1.00	5.3%
P-Shed ProSTAGE Rail 2M	D	24.00	25.00	1.00	4.2%
P-Shed Crowd Barrier	D	21.00	22.00	1.00	4.8%
P-Shed EWP	D	56.00	58.00	2.00	3.6%
P-Shed Badge Machine	D	25.00	28.00	3.00	12.0%
P-Shed Badge Parts	D	1.65	2.00	.35	21.2%
Seating Bank Dismantle	D	340.00	345.00	5.00	1.5%
Seating Bank Reinstall	D	340.00	345.00	5.00	1.5%
Potato Shed - Activities & Program Fees	D	220.00	225.00	5.00	2.3%
P-Shed Sunday Cleaning Cost	D	80.00	85.00	5.00	6.3%
P-Shed Activity Fee	D	1.00	1.25	.25	25.0%
Central Geelong & Waterfront Place Management					
Wedding Photos 1/2 hour	D	209.00	210.50	1.50	0.7%
Wedding Ceremony 1 hour	D	469.00	470.50	1.50	0.3%
Additional 1/2 hour	D	209.00	210.50	1.50	0.7%
Private Booking 2 hours	D	918.00	920.00	2.00	0.2%
Private Booking 2-4 hours	D	1,377.00	1,397.50	20.50	1.5%
Private Booking 4-6 hours	D	1,887.00	1,888.50	1.50	0.1%
Additional 1/2 hour	D	209.00	210.50	1.50	0.7%
Decking per function	D	418.00	424.00	6.00	1.4%
Children's Birthday Parties - 1	D	168.00	170.50	2.50	1.5%
Children's Birthday Parties - 2	D	388.00	393.80	5.80	1.5%
Carousel - Adult	D	5.00	5.00	.00	0.0%
Carousel - Child	D	5.00	5.00	.00	0.0%
Carousel - Group Booking 10-19 people	D	5.00	5.00	.00	0.0%
Carousel - Group Booking 20-49 people	D	5.00	5.00	.00	0.0%

CITY OF GREATER GEELONG - FEES AND CHARGES (2021-22 Budget)			Basis of Charge D= Discretionary A= Act of Parliament L = Local Law		
Fees and Charges	**Basis of Charge**	**Charge 2020-21 $ per unit**	**Charge 2021-22 $ per unit**	**Movement in price per unit $**	**Movement in rate %**
Carousel - Group Booking 50+ people	D	5.00	5.00	.00	0.0%
Carousel - Multi Ride Ticket (10)	D	45.00	45.00	.00	0.0%
Carousel - Concession	D	5.00	5.00	.00	0.0%
Park & Ride User Fees	D	3.00	3.00	.00	0.0%
Strategy, People and Performance					
FOI fees	A	29.60	29.60	.00	0.0%

GLOSSARY OF TERMS

Act	*Local Government Act 2020.*
Accounting standards	Accounting standards are set by the Australian Accounting Standards Board (AASB) and have the force of law for Corporations law entities under s 296 of the Corporations Act 2002. They must also be applied to all other general purpose financial reports of reporting entities in the public and private sectors. Accounting standards are issued from time to time by the professional accounting bodies and are applicable to the preparation of general purpose financial reports.
Adjusted underlying revenue	The adjusted underlying revenue means total income other than non-recurrent grants used to fund the capital expenditure, non-monetary asset contributions and contributions to fund capital expenditure from sources other than grants and non-monetary contributions. *Local Government (Planning and Reporting) Regulations 2020*
Annual budget	Is a plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken over the next financial year and the funding and other sources required.
Annual report	Is a report of the Council's operations of the previous financial year and contains a report of operations, audited financial statements and an audited performance statement.
Annual reporting requirements	Annual reporting requirements include the financial reporting requirements of the Act, Accounting Standards and other mandatory professional reporting requirements.
Asset renewal expenditure	Expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to original capability. *Local Government (Planning and Reporting) Regulations 2020 - Regulation 5.*
Asset upgrade expenditure	Expenditure that: (a) enhances an existing asset to provide a higher level of service; or (b) that will increase the life of the asset beyond its original life. *Local Government (Planning and Reporting) Regulations 2020 - Regulation 5.*
Australian Accounting Standards (AAS)	Means the accounting standards published by the Australian Accounting Standards Board.
Better practice	Means that in the absence of legislation or a relevant Australian Accounting Standard this commentary is considered by Local Government Victoria to reflect better practice reporting.
Borrowing strategy	A borrowing strategy is the process by which the Council's current external funding requirements can be identified, existing funding arrangements managed and future requirements monitored. *Local Government (Planning and Reporting) Regulations 2020 - Regulation 5.*
Budget	Means a plan setting out the services and initiatives to be funded for the financial year and subsequent 3 financial years, and how they will contribute to achieving strategic objectives specified in the Community Plan.

GLOSSARY OF TERMS

Budget preparation requirement	Under Section 94(1) of the Local Government Act 2020 a Council must prepare and adopt a budget for each financial year and the subsequent 3 financial years by; (b) a general description of the services and initiatives to be funded in the budget. Council is required to prepare and adopt an annual budget by 30 June each year.
Budgeted Balance sheet	The balance sheet shows the expected net current asset, net non-current asset and net asset positions in the forthcoming year compared to the forecast actual in the current year. The balance sheet should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.
Budgeted Comprehensive income statement	The comprehensive income statement shows the expected operating result in the forthcoming year compared to the forecast actual result in the current year. The income statement should be prepared in accordance with the requirements of AASB 101 Presentation of Financial Statements and the Local Government Model Financial Report.
Budgeted Financial statements	Budgeted Financial statements are the: - Budgeted Comprehensive Income Statement - Budgeted Balance Sheet - Budgeted Statement of Changes in Equity - Budgeted Statement of Cash Flows - Budgeted Statement of Capital Works - Statement of Human Resources The budgeted financial statements must be in the form set out in the Local Government Model Financial Report. Means the financial statements and notes prepared in accordance with the Local Government Model Financial Report, Australian Accounting Standards and other applicable standards as they apply to the general purpose financial reports and statement of capital works, included in the annual report.
Budgeted Statement of capital works	The statement of capital works shows the expected internal and external funding for capital works expenditure and the total proposed capital works expenditure for the forthcoming year with a comparison with forecast actual for the current year. The statement of capital works should be prepared in accordance with Regulation 9.
Budgeted Statement of cash flows	The statement of cash flows shows the expected net cash inflows and outflows in the forthcoming year in the form of reconciliation between opening and closing balances of total cash and investments for the year. Comparison is made to the current year's expected inflows and outflows. The cash flows statement should be prepared in accordance with the requirements of AASB 107 Statement of Cash Flows and the Local Government Model Financial Report.

GLOSSARY OF TERMS

Budgeted Statement of changes in equity	The statement of changes in equity shows the expected movement in Accumulated Surplus and reserves for the year. The statement of changes in equity should be prepared in accordance with the requirements of AASB 101 - Presentation of Financial Statements and the Local Government Model Financial Report.
Capital expenditure	Capital expenditure is relatively large (material) expenditure that produces economic benefits expected to last for more than 12 months. A predetermined 'threshold' may be used which indicates the level of expenditure deemed to be material in accordance with Council's policy. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and upgrade expenditures, the total project cost needs to be allocated accordingly.
Capital works program	A detailed list of capital works expenditure that will be undertaken during the 2021-22 financial year. Regulation 10 requires that the budget contains a detailed list of capital works expenditure and sets out how that information is to be disclosed by reference to asset categories, asset expenditure type and funding sources.
Carry forward capital works (forward commitments)	Carry forward capital works are those that are incomplete in the current budget year due to unavoidable delays and will be completed in the following budget year.
Community plan / vision	A "community owned" document or process which identifies the long term needs and aspirations of the Council, and the medium and short term goals and objectives which are framed within the long term plan.
Council plan (Community Plan)	Means a plan setting out the medium-term strategic objectives, strategies, strategic indicators and resources reflecting vision and aspirations of the community for the next four years.
Current year rate increase *(Rating information)*	A statement included in the budget quantifying the amount of the rate change for the forthcoming year and disclosing any significant factors influencing the rate change.
Differential rates	When a Council intends to declare a differential rate (e.g. business and residential), information prescribed by the Act under section 94(2) must be disclosed in the Council Budget.
Discretionary reserves	Discretionary reserves are funds earmarked by Council for various purposes. Councils can by resolution, change the purpose of these reserves.
Financial sustainability	A key outcome of the 4 year budget. Longer term planning is essential in ensuring that a Council remains financially sustainable in the long term.
Financial year	Means the period of 12 months ending on 30 June each year.
Financing activities	Financing activities means those activities which relate to changing the size and composition of the financial structure of the entity, including equity, and borrowings not falling within the definition of cash.

GLOSSARY OF TERMS

Heritage asset	Means an asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.
Infrastructure	A category of non-current fixed assets comprising a number of asset classes including roads, drains, footpaths and cycleways, bridges and off-street car parks, recreational leisure and community facilities and parks, open space and streetscapes. Non-current property, plant and equipment excluding land.
Infrastructure strategy	An infrastructure strategy is the process by which the council's current infrastructure and ongoing maintenance requirements can be identified, budgeted capital works implemented and future developments monitored. The key objective of an infrastructure strategy is to maintain or preserve council's existing assets at desired condition levels. If sufficient funds are not allocated to asset preservation then Council's investment in those assets will reduce, along with the capacity to deliver services to the community.
Investing activities	Investing activities means those activities which relate to acquisition and disposal of non-current assets, including property, plant and equipment and other productive assets, and investments not falling within the definition of cash.
Legislative framework	The Act, Regulations and other laws and statutes which set a Council's governance, planning and reporting requirements.
Local Government Act 2020	The Local Government Act 2020 (the Act) provides a framework for the establishment and operation of councils.
Local Government Model Financial Report	Local Government Model Financial Report published by the Department from time to time including on the Department's Internet website.
Local Government (Planning and Reporting) Regulations 2020	Regulations, made under Section 325 of the Act prescribe: (a) the content and preparation of the financial statements of a Council; and (b) the performance indicators and measures to be included in a budget, revised budget and annual report of a Council; and (c) the information to be included in a financial plan, budget, revised budget and annual report. (d) other matters required to be prescribed under Parts 4 of the Act.
Minister	Means the Minister for Local Government.
New asset expenditure	Means expenditure that creates a new asset that provides a service that does not currently exist. *Local Government (Planning and Reporting) Regulations 2020 - Regulation 5.*
Non financial resources	Resources of a non financial nature (such as human resources, information systems and processes, asset management systems) that are consumed by a Council in the achievement of its strategic resource plan goals. *Local Government (Planning and Reporting) Regulations 2014 - Regulation 5.*

GLOSSARY OF TERMS

Non-recurrent grant	A grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by the Council's budget.
Operating activities	Operating activities means those activities that relate to the provision of goods and services.
Operating expenditure	Operating expenditure is defined as consumptions or losses of future economic benefits, in the form of reductions in assets or increases in liabilities; and that result in a decrease in equity during the reporting period.
Operating performance	This statement shows the expected operating result as compared to the budget result in the current year separating operating and capital components of revenue and expenditure.
Operating revenue	Operating revenue is defined as inflows or other enhancements, or savings in outflows of future economic benefits, in the form of increases in assets or reductions in liabilities; and that result in an increase in equity during the reporting period.
Own-source revenue	Revenue generated from Council operations excluding revenue that is not under the control of Council e.g. Government Grants.
Performance statement	Means a statement including the results of the prescribed service outcome indicators, financial performance indicators and sustainable capacity indicators for the financial year and included in the annual report.
Planning and accountability framework	Means the key statutory planning and reporting documents that are required to be prepared by councils to ensure accountability to local communities in the performance of functions and exercise of powers under the Act.
Principal accounting officer	Means the person designated by a council to be responsible for the financial management of the council.
Projections	Means a financial forecast of future revenues and expenses for the three financial years subsequent to the annual budget year.
Rate cap	The maximum annual rate of increase that Councils can apply to their rates revenue, as advised by the Minister for Local Government under Section 185D of the Local Government Act 1989.
Rating strategy	A rating strategy is the process by which the Council's rate structure is established and how the total income generated through rates and charges is allocated across properties in the municipality. Decisions regarding the quantum of rate levels and increases from year to year are made as part of Council's Budget financial planning processes and with consideration of Council's other sources of income and the planned expenditure on services and works to be undertaken for its community.
Recurrent grant	A grant other than a non-recurrent grant.
Recurrent Surplus/(Deficit)	Recurrent surplus /(deficit) is the net result from on-going recurrent operations.
Regulations	Means the *Local Government (Planning and Reporting) Regulations 2020.*

GLOSSARY OF TERMS

Restricted cash	Cash and cash equivalents, within the meaning of Australian Accounting Standards, that are not available for use other than a purpose for which it is restricted and includes cash to be used to fund capital works expenditure form the previous financial year.
Report of operations	Means a report containing a description of the operations of the Council during the financial year and included in the annual report.
Revised budget	Section 95 of the Act permits a council to prepare a revised budget if circumstances arise which cause a material change in the budget and which affects the financial operations and position of the Council.
Road Management Act 2004	The purpose of this Act which came into operation from 1 July 2004 is to reform the law relating to road management in Victoria and to make relating amendments to certain Acts, including the *Local Government Act 2020.*
Services, initiatives and major initiatives	Section 94(2) of the Act requires a budget to contain a description of the services and initiatives to be funded by the budget, along with a statement as to how they will contribute to the achievement of the Council's strategic objectives as specified in the Council Plan. The budget must also include major initiatives, being initiatives identified by the Council as priorities to be undertaken during the financial year. The services delivered by Council means assistance, support, advice and other actions undertaken by a council for the benefit of the local community. Initiatives means actions that are once-off in nature and/or lead to improvements in service. Major initiatives mean significant initiatives that will directly contribute to the achievement of the Council plan during the current year and have a major focus in the budget.
Specialised assets	Means assets designed for a specific limited purpose. Specialised assets include buildings such as schools, hospitals, court houses, emergency services buildings (police, fire, ambulance and emergency services), specialised buildings to house infrastructure (pump stations, etc.), some heritage properties and most infrastructure assets.
Statement of human resources	Means a statement which shows all Council staff expenditure and the number of full time equivalent Council staff. Local Government (Planning and Reporting) Regulations 2020 Regulation 8(4)(c)
Statutory reserves	Statutory reserves are funds set aside for specified statutory purposes in accordance with various legislative and contractual requirements. These reserves are not available for other purposes.
Unrestricted cash	Unrestricted cash represents all cash and cash equivalents other than restricted cash.
Valuations of Land Act 1960	The Valuations of Land Act 1960 Section 2 requires a Council to revalue all rateable properties every year.

Attachment 6

THE CITY OF GREATER GEELONG

4 YEAR REVENUE AND RATING PLAN

2021-22 TO 2024-25

CITY OF GREATER GEELONG

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Preamble

Council is required to adopt a 4-year Revenue and Rating Plan (the Plan) by 30 June 2021 which will be reviewed annually. The plan aims to provide a medium-term plan for how Council will generate sufficient income to deliver on the Community Plan, maintain its programs and services and fund the ongoing infrastructure and asset management needs.

Council's intention is to adopt the current rating framework and objectives as part of Our Community Plan and Proposed Budget for 2021-22 to 2024-25. The differential rates for residential, commercial, industrial and other rating groups will continue to be reviewed by Council as part of future Revenue and Rating plans. The Plan has been updated to include the outcome of Council's 2021-22 Budget deliberations.

The current differential rating structure is based on cumulative impact of previous rating strategies that have occurred at and since Council amalgamation in 1993.

Prior to the 2021-22 financial year, Council's most recent rating strategy was to bring the industrial differential rate into alignment with the commercial rate and maintain a low residential rate.

In 2021-22 Council proposes as part of the 2021-22 to 2024-25 Budget to:

- Increase general rates by a total of 1.5%, this is in line with the State Government rate cap.
- Hold the average commercial rates payable for 2021-22 at the same level as 2020-21.
- Increase residential rates by an average of 1.7% to offset the hold on the average commercial rate increase.
- Reduce the gap between the commercial and industrial rate from 9.3% in 2020-21 to 6.4% in 2021-22 in line with previous Council rating strategies.
- Align the petroleum differential rate to the industrial rate in the dollar.
- Set the farm rebate at 18.6% to maintain an average rate increase consistent with the residential rate increase.
- Introduce future changes further outlined in the Medium and Long Term Strategy section of this document, key features being;
    - Medium term alignment of Commercial, Industrial and Petroleum rate differentials to 2024-25; and
    - Long term reduction of Commercial, Industrial and Petroleum rate differentials to more closely align with the Residential Rate.

Council also plans to undertake a review of the existing rating structure during the 2021-22 financial year and to provide an opportunity for ratepayers to provide input into the rating structure.

The Plan also includes Council's approach to fees and user charges, operating and capital grants, cash contributions and other non-rate revenue.

Introduction

PURPOSE

The *Local Government Act 2020* requires each council to prepare a Revenue and Rating Plan (the Plan) cover a minimum period of four years, following each Council election.

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for City of Greater Geelong in conjunction with other income sources will adequately finance the objectives and actions of Our Community Plan.

This plan will outline the revenue needed to fund Council services and activities and how the funding responsibility will be apportioned between rate payers and users of Council facilities and services.

In particular, the Plan sets out the system of, rates and charges adopted by the City of Greater Geelong Council (The Council) for the purposes of allocating the required rates contribution across the municipality on the most appropriate and affordable basis.

The Plan also includes Council's approach to fees and user charges, operating and capital grants, cash contributions and other non-rate revenue.

LINKS TO OUR COMMUNITY AND FINANCIAL PLANS

Our Community Plan 2021-25 outlines how we will work towards making Greater Geelong a clever and creative city-region and will guide the allocation of Council's resources to deliver infrastructure, asset renewal, services and programs to the community in a sustainable way.

As part of moving towards Council's 30-year vision, Our Community Plan focuses on 4 strategic pillars over the next four years, these pillars and links to the revenue and rating plan are summarised below:

1. **Healthy, caring and inclusive community**

   Working alongside other stakeholders and community groups, our role is to deliver liveable and accessible places, promote active and healthy lifestyles at every stage of life, deliver services and programs more equitably and support people to stay connected with others in their local community. The Plan strongly supports the actions and outcomes of this key initiative in the following ways:

   i. Income received from general rates are used to support key direct services and support functions of local government (i.e. community grants, statutory planning and administration) and indirect services and amenity (i.e. open space, playgrounds, footpaths and roads).

   ii. The use of fees and charges to support fully or partly subsided services (i.e. fee for service in long day care, leisure and recreation services).

2. **Sustainable growth and environment**

   It is anticipated that Greater Geelong will continue to experience strong growth and demand for housing over a sustained period. Our role will be to manage population growth while maintaining what people love about living in this region, both now and in the future.

   The Plan's rating strategy and direction on fees and charges will assist in the supporting growth in in the region.

3. **Strong local economy**

   To secure Geelong's economic future, we must support business and industry across:

   - existing sectors – health, education, construction, tourism, retail and hospitality.
   - diversifying industries – advanced manufacturing, technology, research and innovation, transport, warehousing and logistics.
   - emerging industries – carbon fibre manufacturing, progressive agribusiness, creative and cultural industries, smart technology businesses.

   We will continue to work with a range of partners to leverage and promote our competitive strengths including transport and access, available and affordable land, and natural and cultural assets. In addition, we will continue

to work with our stakeholders to help prepare our workforce for this changing economy and support equal participation in the workforce for all.

The long-term rating strategy aims to support the delivery of a strong economy. A strong focus of the rating strategy is considering the equitable distribution of rate income between residential and commercial and industrial rate payers as well as recognising the need to consider innovative approaches in attracting new business to the City of Greater Geelong.

4. **High performing Council and Organisation.**

   Under the leadership of Council, we make decisions that are evidence-based, financially responsible and reflect the needs of the community and stakeholders we serve. In a rapidly changing environment, this can be a balancing act.

   Advancing technologies, environmental issues, social inequity, rapid growth, organisational change and ageing assets all place pressure on our existing resources. We must adapt to these challenges if we are to continue delivering services, programs and infrastructure to our communities in a way that is equitable and fair.

   The Revenue and Rating plan strongly supports this initiative through:

   a. Ensuring sufficient revenue is generated to maintain service levels.

   b. Investing in efficiencies, with the budget investing in key initiatives to drive cost savings and efficiencies.

   c. Investing in our people, systems and processes to drive an improved community experience of services delivered by Council.

As part of the Council's Integrated Strategic Planning and Reporting Framework, an annual budget for a four-year financial plan is required which will be reviewed on an annual basis and will be provided as part of the Draft Community Plan and Budget process.

In past years the Council has published an annual Rating Strategy as part of the Annual Draft and Final Budget process.

The 4 Year Revenue and Rating Plan includes increased focus on the following:

- The objectives of the Rating Strategy within the context of the Council's current rating regime and consideration of changing the relativity between different rating sectors over time.
- Justification of rating decisions and linkages to long term financial plans.
- Engagement opportunities for the community to review and provide feedback on the rating strategy including deliberative engagement opportunities.
- Revenue raising practices covering both rates and other sources of income such as fees and charges, operating and capital grants and other non-rate income.

What makes up total revenue

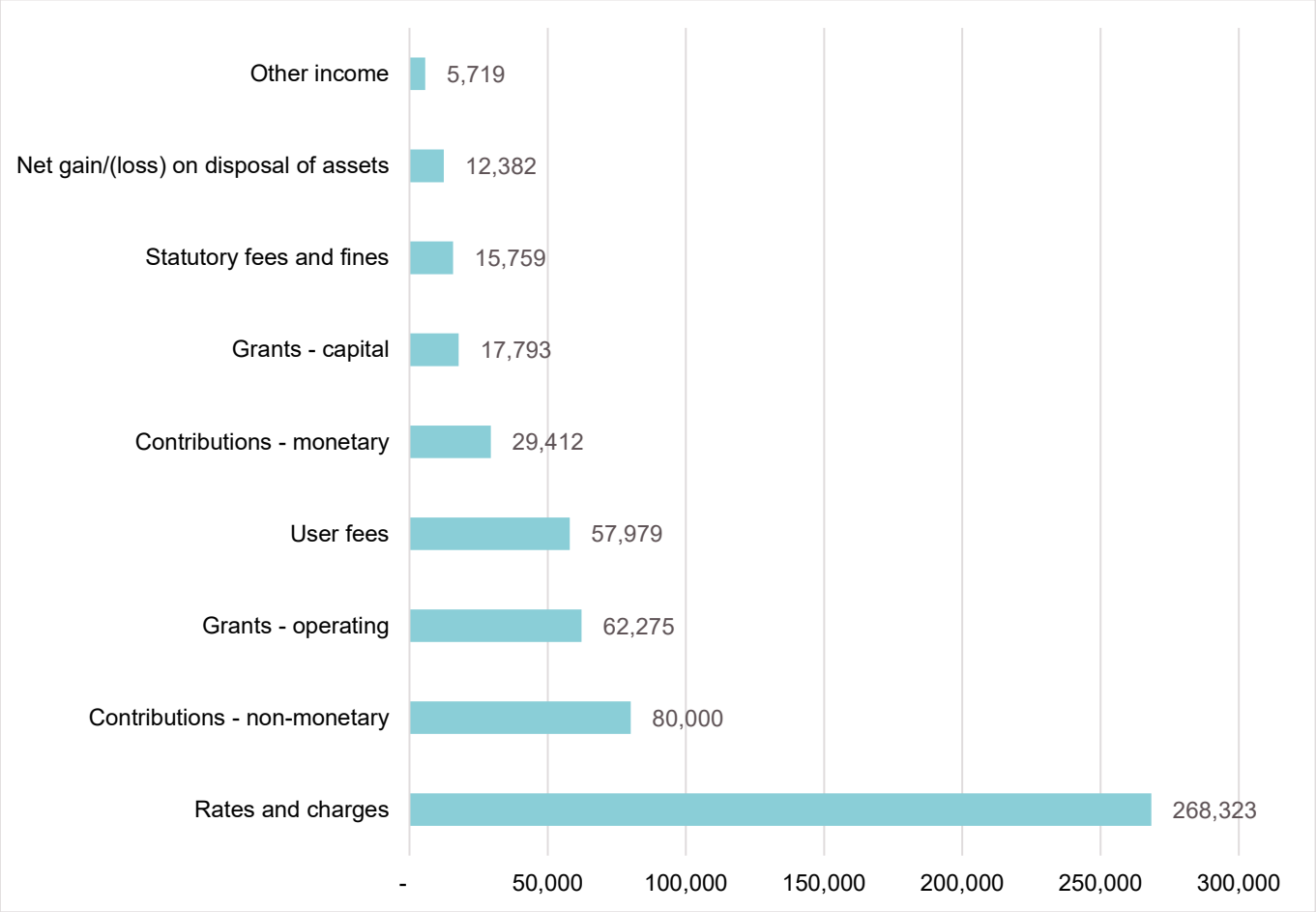
REVENUE SOURCES

The Council requires sufficient revenue to satisfy its governance requirements, service delivery needs and ongoing infrastructure and asset management needs. Council also provides services that are not provided by the general market (e.g. community services, infrastructure, street lighting, regulatory and compliance activities). The most significant sources of these Council funds are:

- General rates and charges;
- Statutory fees and fines;
- User fees and charges;
- Government grants (operating and capital);
- Contributions (both cash and non-cash); and
- Asset sales

Detailed descriptions for each revenue source can be found in Appendix 1.

The composition of Council's revenue for 2021-22 is shown in the graph below.



Rates and Charges

WHY HAVE A RATING STRATEGY?

The purpose of a strategy is for Council to consider how the rate contributions from individual rating sectors can be most appropriately apportioned. It is the method by which Council informs its decisions about the rating strategy and how Council will raise revenue from properties within the municipality.

The rating system comprises the valuation base for each property sector and the actual rating instruments allowed under the Local Government Act (1989) to calculate property owners' contribution for rates.

Council believes that overall rating strategy must be underpinned by sound principles, which are well understood, communicated to ratepayers and compliant with current legislation.

Council aspires to balance service levels in accordance with the needs and expectations of its community and applies taxation (rating) to adequately resource its roles and responsibilities.

In setting rates, Council gives primary consideration to its strategic directions, budget considerations, the current economic climate, other external factors and likely impacts upon the community.

Council currently receives 65% of its total revenue (excluding nondiscretionary capital grants and contributions) by way of property based rates and waste charges. The balance of 35% is received from government grants, fees and charges and other sources. The development of strategies in respect of the rating base is therefore of critical importance to both Council and ratepayers. The principles of good governance require Council to provide ongoing or periodic monitoring and review of the impact of major decisions. It is, therefore, essential for Council to evaluate on a regular basis, the legislative objectives to which it must have regard and those other objectives which Council believes are relevant.

RATING FRAMEWORK

Rates are a property tax on the local community to help fund local infrastructure and services and subsequently a ratepayer will not necessarily receive services to the extent of the tax (rates) paid. Benefits are consumed in different quantities and types over the lifecycle of the ratepayer (e.g. maternal and child health, libraries and aged care, roads and footpaths, local laws).

Our practices and decisions regarding rating are underpinned by:

- Accountability, transparency and simplicity;
- Efficiency, effectiveness and timeliness;
- Equitable distribution of the rate contribution across the community according to assessment of property values for like uses (Horizontal equity further defined below) and capacity to pay (Vertical equity further defined below) based on different uses.;
- A "safety net" approach to assist eligible ratepayers significantly affected by increasing rates; and
- Compliance with relevant legislation.
- Where feasible, services should be funded on a user pays system.
- Where specified, local objectives can be achieved using differential rates.
- Residual service costs should be apportioned on the basis of property valuation.

In addition to the decisions above, public finance theory sets three major criteria for successful taxation policy:

- Equity - including both horizontal and vertical equity.
    - Horizontal equity means ratepayers in similar situations should pay similar amounts. This is ensured mainly by accurate property valuations, undertaken in a consistent manner, their classification into homogenous property classes and the right of appeal against valuation.
    - Vertical equity means those who are better off should pay more than those worse off the rationale applies for the use of progressive and proportional income taxation. It implies a "relativity" dimension to the fairness of the tax burden.

- Efficiency - Has two meaning's first that in a technical sense the tax should not unduly interfere with the efficient operation of the economy and secondly is related to the cost of administering the collection of rates. For local government the tax should also be consistent with the major policy objectives of Council. The efficiency of a tax is also related to the cost of administration. Administration costs include the issuing of assessments, collection of rates (including maintaining and improving collection systems), monitoring outcomes, educating and informing ratepayers, and enforcement and debt recovery.
- Simplicity - for both administrative ease (and therefore lower cost) and to ensure that the tax is understood by taxpayers. The latter ensures that the tax system is transparent and capable of being questioned and challenged by ratepayers.

Council has determined that the issues concerning equity within the community and the impact of rates is best dealt within application of the entire Rating framework having regard to:

- Land use – differential groups;
- Valuation – valuation relative to other properties within land use groups;
- Rate in the dollar – based on the City's revenue requirements and % contribution by differential group;
- Collection arrangements – access to multiple payment methods to suit; and
- Hardship being taken into consideration – subject to rating impact on class of persons or by application for individuals.

Rating equity as it relates to land uses with the exception of the specified objectives in each of the differentials are as follows:

- The Point (land at Point Lonsdale) – Differs from the residential, commercial and vacant differentials and the horizontal equity principle on the basis of its specified maintenance expense, in order to maintain the water quality of the waterways in line with the environmental obligations, once it becomes Council's responsibility;
- Commercial, Industrial, Petroleum and Mixed Use differs from the Residential differential based on:
    a) Vertical equity principle in that these uses all generate a revenue and that it recognises the ability of ratepayers to obtain concessions from the tax deductibility of council rates.
    b) The horizontal equity principle in that they attract non-residents and consequently additional demands on public infrastructure and the environment.
- Vacant Land – As distinct from all other differentials to stimulate the development of vacant land to attract new residents and businesses; and
- Farm – As distinct from all other differentials to stimulate sustainable primary production.

No Windfall Gain

Council does not receive any "windfall gain" of additional income when the number of properties change nor the property valuations change. The revaluation process results in a redistribution of rate revenue across all properties in the municipality. Any increase to total valuations/number of properties of the municipality is adjusted by recalculating the rate in dollar (ad valorem rate) used to calculate the rate for each property and to stay within the rate cap set by State Government.

MEDIUM AND LONG TERM RATING STRATEGY

At the time and since amalgamation in 1993, the relativity of differentials for the commercial and industrial sectors has increased from 1.61 to 2.39 times for commercial and 2.54 for industrial rates times residential rates.

Since 2017-18 there has been a focus on future alignment for Revenue Generating differentials (Commercial, Industrial, Petroleum) and reducing their relativity to the residential rate to help stimulate economic development in the region. Over the next four years of this plan, it is the intention to bring commercial and industrial rates together reduce them relatively to residential rates. The strategy with the farm differential is to encourage and support the business of sustainable primary production.

It is the intention of Council's medium term (2021-22 to 2024-25) and long-term (to 2031-32) rating strategy to:

- Maintain rate increases in alignment with State Government rate cap, unless significant circumstances warrant a request for a variation to the rate cap.
- Continue to align commercial, industrial and petroleum rate differentials over the medium term under the horizontal equity principle (refer above).
- Reduce the commercial, industrial and petroleum differentials relative to the residential differentials over the medium and long term as opportunities arise in the setting of the annual rate cap and valuation changes allow. The target state to be set in the range between 1.5 and 1.8 times the residential differential by 2031-32.
- Residential rates will, depending on the movement in valuations, need to increase at amounts higher than the rate cap over the medium and long term in order to reduce the relativity of the commercial and industrial rating differentials.
- The current Farm rebate is transitioned out over the medium term to allow all differential rates to be managed solely within the 4 times rule.
- The Farm rate differential to be set at 75% of the residential rates over the medium to long term.
- All rating differentials including vacant land, mixed use and other land use types will continue to be reviewed on an annual basis.

This medium to long term strategy recognises the current rating differential comparisons within the Local Government sector where average rates paid by Commercial and Industrial rate payers are in the top quartile and the Residential rates are in the lowest quartile.

RATE CAPPING

The rate cap is determined by the Essential Services Commission (ESC).[1] For the 2021-22 financial year, this is capped to a maximum of 1.5% increase on the total rates amount levied and not individual differentials. Waste charges are a separate cost reflective charge which is excluded from the rate cap calculations.

The Valuer General-Victoria provides the valuations to Council on an annual basis. The actual rate increase for an individual rateable property is likely to differ from the rate cap percentage due to changes in individual property valuations.

Where the change in an individual property valuation is higher than the average for all rateable properties, the rate increase for that property may be greater than the cap. Where the change in the property valuation is lower than the average for all properties, the rate increase may be lower than the cap.

Property Valuations

For the purpose of the Act and its rating provisions, the *Valuation of Land Act 1960*, is the principal act in determining property valuations. Generally, each separate occupancy on rateable land must be valued and rated. Contiguous areas of vacant land with more than one title in the same ownership may be consolidated for rating purposes.

An assessment for the purpose of rating may be against any piece of land subject to separate ownership or occupation. In this context, land has been defined to include buildings, structures or improvements and may include automatic teller machines, show case, signage, advertising, radio and mobile telecommunications towers.

Local government may adopt one of the following three valuation methodologies to value properties in its area (LGA section 157).

Capital Value: (CIV) the value of land and other improvements including the house, other buildings and landscaping.

Site Value: (SV) the value of the land plus any improvements which permanently affect the amenity or use of the land, such as drainage works, but excluding the value of buildings and other improvements. Also referred to as the unimproved market value of the land.

Net Annual Value: (NAV) the value of the rental potential of the land, less the landlords' outgoings (such as insurance, land tax and maintenance costs). For residential and farm properties this must be set at 5% of the CIV (Valuation of Land Act 1960 - section 2).

[1] The *Local Government Act (Vic) 1989* (the Act) was amended in December 2015 to include Part 8A – Rate Caps, sections 185A to 185G to promote the long-term interests of ratepayers and the community in relation to sustainable outcomes in the delivery of services and infrastructure.

Council has adopted the Capital Improved Value as the value to which the rate in the dollar will be assessed.

The Council applies a capital improved valuation (CIV) method to all properties within the municipality to take into account the full development value of the property. This method is applied irrespective of whether the property is subject to rates or exempt under legislation. The City recognises that people with higher value properties generally have higher wealth and a greater ability to meet the provision of council services.

The Valuer General-Victoria has a statutory requirement under the Valuation of Land Act section 13DC (5), to conduct a review of property values based on market movements and recent sales trends on an annual basis. For the 2021-22 rating year, valuations will be based on values returned as at 1 January 2021.

The valuers undertake a physical inspection of some properties during each revaluation. Other valuations are derived from a complex formula based on sectors, sub market groups, property condition factors (including age, materials and floor area), influencing factors such as locality and views, and land areas compared to sales trends within each sector/sub-market group. The municipality has defined sub-market groups of homogeneous property types which are reviewed during the revaluation process. The valuers determine the valuations according to the highest and best use of a property.

In valuing large areas of land without buildings, residential zoning, permits for subdivision or structure plans are indications of potential for subdivision. If the land is capable of subdivision it will be valued accordingly as potential subdivisional land rather than farm land, despite its use. The value of subdivisional land will typically be higher than farm land. The amount of valuation increase will depend on market factors at the time of valuation.

Supplementary Rates

In certain circumstances, valuations must be performed between general valuations. These are known as supplementary valuations. The Valuer-General Victoria is tasked with undertaking supplementary valuations and advises council of valuation and Australian Valuation Property Classification Code (AVPCC) changes. Supplementary valuations bring the value of the affected property into line with the general valuation of other properties within the municipality.

They are mainly required when properties are:

- physically changed – for example, when buildings are altered, erected or demolished; or
- amalgamated or subdivided; or
- when data held on Council's database is corrected.

Supplementary valuations are completed in accordance with the circumstances as listed in section 13DF (2) (a)-(o) of the *Valuation of Land Act 1960*.

Rate Review

Rateable and non-rateable land shall be subject to regular review and audit.

- upon revaluation;
- when building permits or subdivisions occur;
- physically changed – for example, when buildings are altered, erected or demolished;
- where a parcel of land may have more than one land use;
- if the creation of a separate assessment on a parcel of land is required;
- upon sale and transfer of land;
- upon inspection by the City; and
- upon application and inquiry by the ratepayer.

Objections for Property Valuation

The Valuation of Land Act 1960 provides that objection to the valuation may be made each year within two months of the issue of the original or amended (supplementary) Rates and Valuation Charges Notice (Rates Notice), or within four months if the notice was not originally issued to the occupier of the land.

Objections must be dealt with in accordance with the Valuation of Land Act – Division 3 sections 16-21.

The Act was amended in 2006 in order to improve the valuation objection process and reduce the number of lengthy and costly disputes. The Act specifically improves the processes and practices for lodging an objection, sharing and exchange of information, referring an objection dispute to VCAT, awarding of costs, Valuer General notifications and certification of

supplementary valuations. Further information can be obtained by contacting Council or accessing the Land Victoria web site at www.land.vic.gov.au/valuation.

Council will continue to advise ratepayers via the "Rates, Charges and Valuation Notice (the Rate Notice), brochure, web site and City News, of their right to object and appeal the valuation.

Property owners also have the ability to object to the site valuations on receipt of their land tax assessment. Property owners can appeal their land valuation within two months of receipt of council Rate Notice (via the City) or within two months of receipt of their Land Tax Assessment (via the State Revenue Office).

Property owners will be able to lodge objections directly with the Valuer-General Victoria via an online portal commencing from the 2021-22 rating year.

DIFFERENTIAL RATING CATEGORIES

Ministerial Guidelines

The *Local Government Legislation Amendment (Miscellaneous) Act 2012* allows the Minister to set differential rating guidelines for compliance by councils. The final version of the Ministerial Guidelines was gazetted on 26 April 2013 and came into effect from 1 July 2013. Council needs to consider the objectives, the suitable uses and the types of classes of land when introducing a differential rate. There are no new differential rates being introduced as part of the 2021-22 Budget.

Reasons for Differential Rates

Rating, through the application of different differentials recognises the ability of some ratepayers to obtain concessions from the tax deductibility of council rates and provides for a series of differential rates. This considers low economic return to large landholdings, avoid distortions in the market or an ability to contribute above the standard charge.

DIFFERENTIAL CHARACTERISTICS & RATING OBJECTIVES

Residential Land - means any land:

i. that is used exclusively for residential purposes; or

ii. on which a habitable building is erected, which building is unoccupied, and which is zoned residential under the Greater Geelong Planning Scheme.

Rating Objective:
To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of the City generally, including the:

a) construction and maintenance of public infrastructure;

b) development and provision of health and community services; and

c) provision of general support services

Vacant Land - means any land:

i. that does not have the characteristics of Farm Land; and

ii. on which no building is erected, save for any uninhabitable shed or shelter, the size of which does not exceed 5% of the total area of the land.

Rating Objectives:

i. To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of the City generally, including the:
    a) construction and maintenance of public infrastructure;
    b) development and provision of health and community services; and
    c) provision of general support services.

ii. To encourage the prompt development of vacant land to attract new residents and businesses to the City of Greater Geelong.

iii. To discourage untimely and unnecessary divisions of land.

These objectives will be met by setting the Vacant Land differential at 139.9% of the Residential Land differential.

Commercial Land – means any land that:

i. does not have the characteristics of:

   a) Farm Land; or
   b) Industrial Land; and
   c) Petroleum Production Land.

ii. is used predominantly for the sale of goods or services or other commercial purposes; or

iii. on which a habitable building is erected, which building is unoccupied, and which is zoned other than residential under the Greater Geelong Planning Scheme.

Rating Objective:

i. To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of the City generally, including the:

   a) construction and maintenance of public infrastructure;

   b) development and provision of health and community services; and

   c) provision of general support services.

   d) Commerce attracts non-residents and consequently additional demands on public infrastructure and the environment;

   e) That the equitable contribution made by Commercial land recognises the income generating capability and tax deductibility of Council rates, which is not available to the residential sector; and

The Point – Residential Land - means any land that:

i. is used exclusively for residential purposes; or

ii. on which a habitable building is erected, which building is unoccupied, and which is zoned residential under the Greater Geelong Planning Scheme; and

   All the residential land formerly described in Certificate of Title Volume 09901 Folio 324 and also described as Lot B PS 635643, PS 640648Y, PS 722221H, PS 722220K, PS 743868K, PS 732908M, PS 638301D, PS 635642R, PS722215C, PS 722214E, PS 743877, PS 816893, PS 743876 and PS 743878, PS 822924, PS 822922, PS 822918, PS 816907, PS 822928, PS 832773, PS 822948 PS 743870 and PS 843583.

   Rating Objectives:

i. To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of the City generally, including the:

   a) construction and maintenance of public infrastructure;
   b) development and provision of health and community services;
   c) provision of general support services; and
   d) management of environmentally sensitive land.

ii. To ensure that, following the development of the Point Land, and transfer to the City of the management of environmentally sensitive land, including the provision of a range of services around an existing waterway, constructed lake and canal system, an equitable and efficient financial contribution to the cost of the City's management responsibilities will be made by the ratepayers in respect of that land.

The Point – Vacant Land - means any land:

i. that does not have the characteristics of Farm Land; and

ii. on which no building is erected save for any small uninhabitable storage shed or shelter, the size of which does not exceed 5% of the total land area; and

iii. All the vacant land formerly described in Certificate of Title Volume 09901 Folio 324 and also described as Lot B PS 635643, PS 640648Y, PS 722221H, PS 722220K, PS 743868K, PS 732908M, PS 638301D, PS 635642R, PS722215C, PS 722214E, PS 743877, PS 816893, PS 743876 and PS 743878, PS 822924, PS 822922, PS 822918, PS 816907, PS 822928, PS 832773, PS 822948 PS 743870 and PS 843583.

   Rating Objectives:

i. To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of the City, generally including the:

   a) construction and maintenance of public infrastructure;
   b) development and provision of health and community services;
   c) provision of general support services; and
   d) management of environmentally sensitive land.

ii. To ensure that, following the development of the Point Land, and transfer to the City of the management of environmentally sensitive land, including the provision of a range of services around an existing waterway, constructed lake and canal system, an equitable and efficient financial contribution to the cost of the City's management responsibilities will be made by the ratepayers in respect of that land.

iii. To encourage the prompt development of vacant land to attract new residents and businesses to the City of Greater Geelong and, more specifically, to the Point Land.

iv. To discourage untimely and unnecessary divisions of land.

The Point – Commercial Land - means any land that:

i. does not have the characteristics of:
   a) Farm Land; or
   b) Industrial Land; and

ii. is used predominantly for the sale of goods or services, or other commercial purposes; or

iii. on which a habitable building is erected, which building is unoccupied, and which is zoned other than residential under the Greater Geelong Planning Scheme; and

iv. All the commercial land formerly described in Certificate of Title Volume 09901 Folio 324 and also described as Lot B PS 635643, PS 640648Y, PS 722221H, PS 722220K, PS 743868K, PS 732908M, PS 638301D, PS 635642R, PS722215C, PS 722214E, PS 743877, PS 816893, PS 743876 and PS 743878, PS 822924, PS 822922, PS 822918, PS 816907, PS 822928, PS 832773, PS 822948 PS 743870 and PS 843583.

Rating Objectives:

i. To ensure that all rateable land makes an equitable and efficient financial contribution to cost of carrying out the functions of the City, generally including the:
   a) Construction and maintenance of public infrastructure;
   b) Development and provision of health and community services;
   c) Provision of general support services; and
   d) Commerce attracts non-residents and by the nature of its activities, may create additional demands on public infrastructure and the environment;
   e) That the equitable contribution made by Commercial land recognises the income generating capability and tax deductibility of Council rates, which is not available to the residential sector
   f) Management of environmentally sensitive land.

ii. To ensure that, following the development of the Point Land, and transfer to the City of the management of environmentally sensitive land, including the provision of a range of services around an existing waterway, constructed lake and canal system, to ensure that an equitable and efficient financial contribution to the cost of the City's management responsibilities will be made by the ratepayers in respect of that land.

Industrial Land – means any land that:

i. does not have the characteristics of:
   a) Vacant Land; or
   b) Commercial Land; and
   c) Petroleum Production Land.

ii. is used predominantly for industrial purposes, which includes manufacturing, repairing, servicing, processing and reprocessing or warehousing.

Rating Objective:

i. To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of the City generally, including the:
   a) Construction and maintenance of public infrastructure;
   b) Development and provision of health and community services; and
   c) Provision of general support services.
   d) Industry attracts non-residents and by the nature of its activities, may create additional demands on public infrastructure and the environment;
   e) That the equitable contribution made by industrial land recognises the income generating capability and tax deductibility of Council rates, which is not available to the residential sector

Mixed Use Land – means any land that:

i. has the characteristics of Residential Land combined with the characteristics of Commercial Land or Industrial Land; and

ii. is used partly for residential purposes and partly for commercial and/or industrial purposes.

Rating Objective:
i. To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of the City generally, including the:

a) Construction and maintenance of public infrastructure;
b) Development and provision of health and community services; and
c) Provision of general support services.
d) Commerce attracts non-residents and by the nature of its activities, may create additional demands on public infrastructure and the environment;
e) That the equitable contribution made by Commercial land recognises the income generating capability and tax deductibility of Council rates, which is not available to the residential sector

Farm Land – means any land which:

i. is not less than 2 hectares in area; and

ii. is used predominantly for the business of grazing (including agistment), dairying, pig-farming, poultry farming, fish farming, tree farming, bee-keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities; or

iii. satisfies the criteria for municipal purpose benefit for large holdings to the extent that it is, for example, land that is predominantly used and maintained for heritage, cultural or environmental purposes, or land that is held as natural bushland under a trust for nature covenant, or land that is held under some other type of similar formal undertaking.

To avoid doubt, 'business' for the purposes of identifying Farm Land has the same meaning as that given to it by section 2(1) of the *Valuation of Land Act* 1960 for the same purpose, being a business that:

a) has a significant and substantial commercial purpose or character; and
b) seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
c) is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

Rating Objectives:

i. To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of the City generally, including the:

a) construction and maintenance of public infrastructure;
b) development and provision of health and community services; and
c) provision of general support services.

ii. To encourage and support the business of primary production and, where appropriate, expand the business of and viability of primary production.

These objectives will be met by setting the Farm Land differential at 63.6% of the Residential Land differential and by the provision of a farm rebate of 18.6% under section 169 of the LGA.

Petroleum Production Land – means any land that is:

i. used primarily for the production or conveyance of petroleum and/or petroleum by-products; and

ii. described as all that land generally bounded more or less by Princes Highway, Shell Parade, Corio Bay Foreshore, Wharf Road, Station Road and neighbouring land.

Rating Objective:
i. To ensure that all rateable land makes an equitable and efficient financial contribution to the cost of carrying out the functions of the City generally, including the:

a) Construction and maintenance of public infrastructure;
b) Development and provision of health and community services; and
c) Provision of general support services.
d) Industry attracts non-residents and by the nature of its activities, may create additional demands on public infrastructure and the environment;

e) That the equitable contribution made by Industrial land recognises the income generating capability and tax deductibility of Council rates, which is not available to the residential sector

.

The Petroleum Production Land differential is set at the Industrial Land rate differential from 2017-18.

Cultural & Recreational Land – means any land that:

i. has the characteristics of '*recreational lands*' as defined by the *Cultural and Recreational Lands Act* 1963;

CULTURAL AND RECREATIONAL LAND RATES

Council declares the Cultural and Recreation Rate on all land reserved under and in accordance with the *Cultural and Recreational Lands Act 1963* – section 4.

The *Cultural and Recreational Lands Act* provides that "an amount be payable in lieu of rates in each year being such amount as the municipal council thinks reasonable having regard to the services provided in relation to such lands and having regard to the benefit to the community derived from such recreational lands".

Rather than calculating the costs that local government bears in respect to such lands, or the benefits received by locals in relation to these properties, Council has set the rate representing a concession to the commercial rate. The 2021-22 rate is 31.4% of the commercial rate. An assessment of the direct and indirect costs involved is problematic. For example, depreciation of local roads related to access while the quantification of benefits in terms of income, employment, social interaction, community and physical wellbeing is also problematic. The resources involved in attempting to accurately identify and quantify benefits and costs is not justifiable on grounds of efficiency especially given the low levels of rate income involved.

REBATES AND CONCESSIONS

For 2021-22 Council do not grant rebates or concessions to assist the proper development in full or part unless a council resolution as per the LGA specifies the benefit to the community as a whole.

Council offers support by way of sponsorships, grants and donations to specific groups as an alternative to rate rebates.

Pensioner Rebates

Council administers the State Government funded pension rebate according to the eligibility criteria set by the State Government.

Holders of a Centrelink or Veterans Affairs pension concession card, or a Veteran Affairs Gold card which stipulates TPI or War Widow (excludes Health Care and DVA all conditions, POW, EDA and dependant cards) may claim a rebate on their sole or principal place of residence.

For 2021-22 the government-funded indexed rebate is provided under the Municipal Rates Concession scheme. It will increase from $241.00 to an estimated $244.60 (to be confirmed in June 2021) or 50% of the rate payment, whichever is the less. Upon initial application, an ongoing eligibility is maintained unless rejected by Centrelink or Department of Veteran Affairs during verification procedures. Upon acceptance of pensioner status the concession or rebate is deducted from the rate account before payment by the ratepayer.

Applications for the concession must be lodged by 30 June in each year.

Council considers that it is not appropriate for council via ratepayer funds to make an additional rebate or offset to all pensioners.

Councils view is that pensioners receive a variety of utility and other concessions funded from general government taxation, which is appropriate. The State government has historically accepted the need to redistribute income taxes in support of utility concessions and rebates to low income households. Council supports this view, along with annual indexation of the municipal rate concession amount.

For Council to make further concessions would mean a redistribution of the rate burden with other ratepayers bearing the cost by way of higher rates and charges and having regard to these factors would unfairly penalise those ratepayers.

Farm Rebates

Council declares a Farm Rebate to support the continuation of broad acre farming. The Farm Rebate is fixed at 18.7% of farm rates payable in respect of each assessment that is subject to the Farm Land differential.

Traditionally a discounted rate (lower differential) for the farm sector has been justified due to factors, which include:

- Perception of inequality between rates paid and services received;
- Geographic impediments in terms of access to council services, which are primarily located in urban areas;
- Perception that "farmers" use less council services due to "cultural" differences;
- The relatively low return on asset of the farm sector;
- The need to protect the commercial viability of the farm sector;

However, given significant variations to valuations across differentials and the limitations of the 'four times' rule the Act section 169 (5), Council has resolved to retain and set the farm differential at a lower rate than the residential rate, (for 2021-22 the farm differential will be set at 63.6% of the residential differential) and provide a rebate to all farm properties in accordance with having the farm sector as the lowest rated differential.

To qualify for the farm rebate properties will be defined as farm land. The rebate will be set at 18.7% (46.5% for 2010-11 and 2011-12, 36.2% for 2012-13 and 2013-14, 34% for 2014-15 and 2015-16, 40% 2016-17 and 2017-18, 37.3% 2018-19, 33.3% 2019-20, 15.6% 2020-21) of the amount payable of the capital improved value of the property.

The rebate recognises the nature of the farm with a LGA section 169 rebate.

Incentives for Prompt Payment

The Act section 168 provides that incentives for prompt payment may be offered. Discount for early payment should be based on cash flow benefit to the City.

Council has determined that no incentives for prompt payment will be offered for the year 2021-22.

Council offers payments via a number of agencies and services and to provide discount would be administratively cumbersome and costly. Awards and competition based incentives are generally only of benefit to the City via early cash flow and to the successful ratepayer(s). Any incentive would only apply to ratepayers that could afford to pay in a lump sum, disadvantaging those ratepayers unable to do so.

Liability to Pay Rates

LGA section 156 makes the owner of the land liable to pay the rates and charges on that land. In certain cases, the occupier, mortgagee or licensee holder is liable to pay the rates.

The LGA section 156(6) declares the rate or charge, unpaid interest or costs to be a first charge upon the land.

Electronic Notices

Council encourages the electronic distribution of rate notices and promotes My Geelong. Ratepayers can elect to receive either their Annual Rate notice or Instalment Rate notice electronically which is received through their email address.

Register with your rate notice at www.geelongaustralia.com.au/ratesonline.

Once you have registered you can:

- Receive and manage rate notices and payments
- Receive and manage animal registrations
- Check bin collection days
- Submit service requests

Payment Dates for Rates

Council, in accordance with the Act section 167 (1) must allow for the payment of rates by four instalments per annum. Council may allow a person to pay a rate or charge in a single lump sum payment LGA section 167 (2).

The Minister fixes instalment and single lump sum payment dates by notice published in the Government gazette.

Council offers ratepayers the option to pay rates by four instalments due on 30 September, 30 November, 28 February and 31 May each year, or the next working day thereafter should those days be a weekend or public holiday.

Ratepayers may pay in a single lump sum payment provided that payment is received by 15 February or next working day thereafter if that day is a weekend or public holiday.

This is set in accordance with the Act.

Alternative Instalment / Payment Options

A number of councils offer four instalments per annum as the only payments option (e.g. Queenscliffe Borough Council).

The Act section 167 requires that councils "must allow" payment in four instalments and "may allow" payment in one lump sum. The Minister fixes the dates of instalments and lump sum by notice published in the Government Gazette. The dates are set state wide with no variability between councils and have traditionally been the dates as listed above.

Council may in future consider moving to the instalment payment options only. Of the 133,348 rate accounts issued annually, some 47.4% now use the 4-instalment option. A move to four instalments only would bring cash flow forward and increase interest on cash held in investments. However, this is offset by increased postage and collection fees.

For 2021-22 there is to be no change to the existing payment instalment arrangements.

Payment Options

Council offers a range of payment options including direct debit, Bpay, internet via www.geelongaustralia.com.au, by mail, telephone, over the counter services at customer service centres. Over the counter is also available at Australia Post agencies at a significant cost to Council. This service is to be reviewed in the future as a part of a review of payment options. Council also uses Centrepay arrangements which allows Centrelink recipients to have payments deducted directly from their Centrelink entitlements.

In addition to annual and instalment direct debits, Council has 20 fortnightly direct debits or nine monthly direct debit payments.

Individual payment arrangements are available by contacting our team. Any payment arrangement should be set with a known end date that clears the debt within an agreed timeframe preferably within 12 months.

Council incurs costs of collection via agency and merchant service fees. A payment processing fee on credit card transactions was introduced during 2014-15 at 0.4% to offset the merchant service fees charged by financial institutions. The percentage recovered will be 0.46% from 1 July 2021.

Late Payment of Rates

Council has determined that the application of interest penalties will be in accordance with the Act section 172.

To alleviate any discussion or debate late payment of fines and penalties will be applied to any outstanding rates not paid by the due date. A period of not less than one day grace will be allowed.

Interest on Arrears and Overdue Rates

Interest is charged on all overdue rates in accordance with the Act section 172. Penalty interest is to be charged from the date when each instalment was due, irrespective of whether a lump sum option is available.

The interest rate to apply is fixed under section 2 of the Penalty Interest Rates Act 1983, which is determined by the Minister and published by notice in the Government Gazette. The penalty interest rate of 10% per annum will apply from 1 July 2017.

Council cannot apply an alternative rate but has the power to exempt any person from paying the whole or part of any interest amount generally or specifically payable – LGA section 172 (2A).

As part of the hardship provisions the City allows people who have proven financial difficulties to defer rate payments. The interest rate for deferred rate payments is set at 3.56% for 2021-22.

Debt Recovery - Collection of Overdue Rates

Council makes every effort to contact ratepayers at their correct address but it is the ratepayers' responsibility to properly advise Council of their contact details. Amendments to the Act require both the vendor and buyer of property, or their agents (e.g. solicitors), to notify Council by way of a notice of acquisition.

In the event that an account becomes overdue, Council has established procedures for the issue of an overdue final notice which may include interest pre calculated to a forward payment date.

In the event that the account remains unpaid, we may take legal action without further notice to recover any overdue amount. All fees and court costs are recoverable from the ratepayer.

If an amount payable by way of rates in respect to land has been in arrears for three years or more, Council may sell the land in accordance with the *Local Government Act* – section 181.

Councils debt collection practices are intended to act as a deterrent to ratepayers who might otherwise fail to pay rates on time, to allow Council to recover the administrative cost of following up unpaid rates and to recover any interest cost Council may incur due to lost investment opportunities. The principle in providing for such penalty is that ratepayers who pay within the required timeframe should not have to subsidise or bear any cost of ratepayers who default in payment.

RELIEF AND HARDSHIP POLICIES AVAILABLE TO RATEPAYERS IN FINANCIAL DISTRESS

Rates Assistance is reviewed annually as part of the budget process and published within Council's Revenue and Rating Plan and on our website. Applications for hardship will be considered in accordance with sections 170 and 171 of the LGA and as per Council's hardship policy.

Rates Assistance Waiver

Council declares a waiver to any qualifying ratepayer experiencing an increase in valuation of more than 50% due solely to the annual revaluation.

In each revaluation there has been significant increases in valuations above the average, which have occurred due to the diverse property types and market influences within the municipal district and especially along coastal and waterfront locations. Based upon analysis of rating impacts, Council has determined that the continuation of the assistance measure will ensure that equity, benefit, ability to pay, efficiency and simplicity principles of taxation are adhered to.

The purpose of this measure is to provide relief to qualifying ratepayers who have incurred significant increases to valuation and hence rates arising solely from an increase in valuation caused by market conditions. Relief is granted subject to the criteria below.

- the property is the principal place of residence;
- the property has been owned by the same ratepayer for both valuation periods;
- the property is rated within the residential or farm differential; and
- have not had an increase in valuation because of improvements made requiring a building permit;
    a. currently eligible as a pensioner under the *State Concession Act* (2004) (Centrelink Pensioner Concession, Department of Veterans Affairs Pension Concession, Gold Card -widow or TPI specific - Cards); and
- can demonstrate that they are of low income status with a maximum income of $55,626 or less (Statement of Earnings SOE - Centrelink or most recent tax assessment notice).

The amount of the waiver is set at:

- between 25% and 49.99% of the general rates payable for the 2020-21 financial year, increasing pro rata according to the valuation increase, for valuation increases between 50% and 59.99%; and
- 50% of the general rates payable for the 2021-22 financial year for valuation increases of 60% or more.

The waiver for 2021-22 is granted in accordance with the waiver / hardship provisions of section 171A of the Act.

Housing Support Waivers

Council declares a Housing Support Waiver of 100% of general rates under section 171 of the LGA for the class of persons comprised of ratepayers in respect of assessments which contain the following types of housing:

- transitional, emergency or crisis housing;
- housing for legatees or war widows, provided by the Geelong Legacy Club or provided by RSL; and

- supported housing for disabled people.

This allows Council to waive the fire services property levy under section 27 of the FSPL Act.

This waiver recognises that these properties provide for specific needs within the community.

Assistance to Individuals in Hardship or Domestic Violence

Council has determined that the provisions for deferral (the Act section 170) and waiver of rates (the Act section 171 & 171A) may be utilised in accordance with the delegated authority to officers approved by Council.

Promotion of this option will occur on the rate notice, rate brochures and web site.

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

The deferral will be granted on the following conditions:

- That the ratepayer pay interest on the amount affected by the deferral at a rate fixed by Council.
- The deferral ceases if Council in its discretion revokes the deferral (in which case Council must give the ratepayer at least 30 days' notice in writing of the revocation before taking action to recover rates affected by the deferral);
- The ratepayer ceases to own or occupy the land in respect of which rates are imposed (in which case the rates are immediately payable); and
- Any other conditions as Council thinks fit.

The application for deferral does not change the due date for payment of rates.

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

Council policy is that deferral is appropriate where ratepayers have incurred increases to rates and immediate affordability is an issue.

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

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

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

Exceptional Circumstances will be determined at the sole discretion of the Chief Executive Officer. Waivers can only be approved by the Chief Executive Officer and are limited to a total value of $1,000.

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

New Corio Estate Waivers

For 2021-22 financial year, Council declares a waiver of 100% of general rates under section 171 of the LGA for the class of persons comprised of ratepayers in respect of assessments which are in private ownership within the inappropriate subdivision known as New Corio Estate.

This rates assistance waiver recognises the financial burden associated with ownership of this land. Land within the New Corio Estate is zoned as farming land and the area has been determined to be an inappropriate subdivision due to the difficulty of providing utilities and drainage and due to its distance from other residential areas. The Minister for Environment & Climate Change has approved a native vegetation plan for this land in support of natural temperate grassland of the Victorian Volcanic Plains.

The waiver recognises the ongoing encumbrances on the land that prevent owners from making any demands on Council services now and into the future.

OTHER SERVICE RATES AND CHARGES COLLECTED VIA THE RATES PROCESS

Service Charges – LGA section 162

A service rate or annual service charge for water supply, refuse, sewerage or other prescribed services may be declared under any criteria specified by Council. Council currently declares a service charge only in respect to the collection and disposal of refuse. The Recycle and Waste Collection service is based on user-pay principles to cover the costs of collection, recycling and landfill disposal. Council operates a full domestic garbage, recycling and green waste system providing a three bin service to all residential and eligible farm households. Private contractors generally undertake all non-residential refuse collections by direct arrangement with the landowner or tenant.

The Recycling and Waste Collection Service charge is levied on the following criteria:

- Geographic existence within those areas of the municipal district in which Council provides a domestic refuse collection and disposal service.
- The charge will be raised irrespective of whether the service is used or not unless it has been identified as a multi-unit assessment via the planning process where the traditional waste collection service cannot be used.

The Waste Collection Service charge is calculated based on a fee for service, including direct, indirect and overhead costs. The service charge does not form part of the rate cap. The waste collection charge will increase from $360.95 to $396.35 or 9.8%. For identified multi-unit assessments, a new fee has been introduced from 2021-22. The charge will be $151.55 per assessment. The EPA landfill levy increases from $38.95 to $56.88 per tenement (included in the service charge).

A section 162 service charge was introduced in 2016-17- The Annual Service Charge – Additional Bin Service.

From 1 July 2016 property owners currently receiving the waste collection service charge are able to apply for the additional bin service via application compliant with the following criteria with upfront payment:

- In all cases of application for additional bins, Council reserves the right to inspect the applicant's existing bins to confirm that they are overloaded. If this cannot be confirmed, the additional bins will not be provided;
- The property owner or their authorised agent signs the additional bin application form, provides appropriate supporting evidence and agrees to the application service charge.

Applications that meet the criteria will be billed via the Rate, Valuation & Charges notice in future years.

If an application is received and approved in the first six months of the financial year, that is, from July to December, the full annual cost of the additional bin will be charged. If an application is received and approved in the second half of the financial year, that is January to June, half the annual cost will be charged.

The following costs will apply for the additional bin service per year:

- Garbage bin 140L $162.60
- Garbage bin from 140L to 240L $117.55
- Recycling bin 240L $ 89.60
- Green waste bin 240L $ 84.90

Special Charge Rates – LGA section 163

Council has special rates and charges to defray the cost for the performance of a function that is of special benefit to any specific ratepayer group (refer Council Policy Special Rates & Charges).

Council from time to time declares special charges in respect to street schemes, construction of footpaths and area beautification subject to the provisions of LGA S163-S166.

Ex Gratia Rates

Council has "Ex Gratia Rates" to gain contributions towards its operational costs from those property owners which are otherwise exempt from paying rates. It is Council's intent to align ex gratia contributions as close, or equivalent, to the applicable rate category for that property as possible, subject to particular circumstances.

THE FIRE SERVICES PROPERTY LEVY (FSPL) AND ITS IMPACT ON RATE NOTICES

Fire Services Property Levy (FSPL)

The Victorian State Government introduced the *Fire Services Property Levy Act* (2012) which came into effect from 1 July 2013 and requiring local government to bill, receipt and collect a Fire Services Property Levy on rateable and non rateable properties.

The Act was in response to one of the recommendations of the Victorian Bushfires Royal Commission with the objective being to ensure that all property owners benefitting from Victoria's Fire Services should make a contribution to the cost of the service compared with the existing insurance based levy.

The levy is designed to ensure that all property owners pay a contribution for fire services so that Victoria's fire services continue to operate with sufficient resources. The levy is assessed on the Capital Improved Value (CIV) of property and is consistent with the valuation base used by most municipalities in levying rates.

How is the payment calculated?

The levy will consist of a fixed component plus a variable component based on the property's capital improved value. The variable component will be a rate based on the land use classification code, known as the Australian Valuation Property Classification Code (AVPCC) for different property types [residential, commercial, industrial, primary production, public benefit, vacant] and will be determined by the Minister on or before 31 May each year. A $50 per property concession will apply to pensioner concession and Veterans Affairs gold card holders.

Fees and Charges

USER FEES AND CHARGES

The City provides a wide range of services to its community. In undertaking this role, the City assesses community needs through its planning process and determines which services Council will support. Of those identified services, the City can advocate for the service, facilitate the service or actively participate and deliver the service.

Examples of user fees and charges provided by the Council include:

- Kindergarten & childcare fees
- Leisure Centre, Gym and Pool visitation and membership fees
- Waste management fees
- Aged and health care service fees
- Leases and facility hire fees.

Council periodically reviews user fees and charges and adjusts the levels consistent with application of the principles outlined in the Council's Fees and Charges Policy.

The provision of infrastructure and services form a key part of council's role in supporting the local community. In providing these, council must consider a range of 'Best Value' principles including service cost and quality standards, value-for-money, and community expectations and values. Council must also balance the affordability and accessibility of infrastructure and services with its financial capacity and in the interests of long-term financial sustainability.

Councils must also comply with the government's Competitive Neutrality Policy for significant business activities they provide and adjust their service prices to neutralise any competitive advantages when competing with the private sector.

Council has adopted a Fees and Charges Policy that guides in the setting of user fees and charges for Council services. This policy and methodology is applied to setting fees consistently across the organisation in order to enhance accountability and provide transparency to the community in the decision-making process.

A schedule of the current user fees and charges is presented in Council's annual budget.

STATUTORY FEES AND CHARGES

Statutory fees and fines are those which council collects under the direction of legislation or other government directives. The rates used for statutory fees and fines are generally advised by the state government department responsible for the corresponding services or legislation, and generally councils will have limited discretion in applying these fees.

Examples of statutory fees and fines include:

- Planning and subdivision fees
- Building and Inspection fees
- Infringements and fines
- Land Information Certificate fees

Penalty and fee units are used in Victoria's Acts and Regulations to describe the amount of a fine or a fee.

Grants Revenue

Grant revenue represents income usually received from other levels of government. Council pursues all avenues to obtain external grant funds for programs and prioritised works. The Community Plan guides us in prioritising new initiatives and improvements to our services and allows us to ensure resources are directed to areas where action is needed to achieve our Council priorities. However, we cannot deliver this alone. Key to our success will be our ability to advocate to and collaborate with:

- state and federal governments
- other local governments, especially those in the G21 region
- peak bodies
- community groups
- local organisations
- businesses.

A large proportion of grants income is made up of the Financial Assistance grant provided by the Commonwealth Government under the Local Government (Financial Assistance) Act 1995 (Commonwealth) and distributed annually to 79 local governing bodies within Victoria.

The Financial Assistance Grant program consists of two components:

- A general purpose component, which is distributed between the states and territories according to population (i.e., on a per capita basis), and
- An identified local road component, which is distributed between the states and territories according to fixed historical shares.

Both components of the grant are untied in the hands of local government, allowing councils to spend the grants according to local priorities. Council applies the local roads component to road rehabilitation projects in its Capital Works Program and utilizes the general purpose component to fund Council operations and Capital works.

When preparing its budget and financial plan, council considers its future projects, advocacy priorities, upcoming grant program opportunities, and co-funding options to determine what grants to apply for.

Contributions

Contributions represent funds received by council, usually from non-government sources, and are usually linked to projects. Contributions can be made to council in the form of either cash payments or asset hand-overs.

Examples of contributions include:

- Monies collected from developers under planning and development agreements
- Monies collected under developer contribution plans and infrastructure contribution plans
- Contributions from user groups towards upgrade of facilities
- Assets handed over to council from developers at the completion of a subdivision, such as roads, drainage, and streetlights.

Contributions should always be linked to a planning or funding agreement. Council will not undertake any work on a contribution-funded project until a signed agreement outlining the contribution details is in place. Contributions linked to developments can be received well before any council expenditure occurs. In this situation, the funds will be identified and held separately for the specific works identified in the agreements.

MINUTES

OUR COMMUNITY PLAN AND BUDGET SUBMISSIONS REVIEW PANEL
HELD REMOTELY VIA ZOOM LINK
ON WEDNESDAY, 2 JUNE 2021
FOLLOWING COMPLETION OF PANEL HEARING

Present:

- Cr K Grzybek (Chair)
- Cr A Aitken
- Cr S Asher
- Cr B Harwood
- Cr E Kontelj
- Cr S Mansfield
- Cr J Mason
- Cr B Moloney
- Cr P Murrihy
- Cr R Nelson
- Cr T Sullivan

Also Present:

- M Cutter (CEO)
- M Dugina (Director – Customer & Corporate Services)
- R Stevens (Director – Community Life)
- G Smith (Director – City, Planning & Economy)
- G Wilson-Browne (Director – City Services)
- K Phyland (Director – Strategy, People & Performance)
- K Olesnicky (Chief Financial Officer)
- N O'Shea (Head Financial Planning & Analysis)
- S McKew (Manager, Governance)
- C Murnane (Coordinator Strategy & Performance)
- J Brown (Coordinator Mayor & Councillor Support)
- M Mitchell (Councillor Liaison Officer)
- D Chrimes (Administration)
- K Manaszczuk (Administration).

The panel hearing commenced at 6.04pm and closed at 7.15pm.

Cr. Grzybek chaired the hearing of public submissions.

Apologies:

None.

Declarations of Interest or Conflicts of Interest:

None declared.

Items Considered:

On 27 April 2021 Council gave notice of intention to adopt the draft Our Community Plan 2021-25 and Proposed 2021-22 to 2024-25 Budget. Council received 126 submissions in

relation to Our Community Plan and Proposed Budget. Submissions have been listed by topic and name of the submitter as follows:

Submissions by Topic				
Topic No.	Topic	Submitters Name	Estimated Cost $	Submission No.
1	Lara Recreation Reserve Master Plan	Peter Kelly		1
		Rosario Fusca	100,000	47
2	Our Community Plan – Community Gardens	Rosemary Nugent		2
3	Northern Bellarine Aquatic Centre	Rachel Evans		35
		Edwina Bird		3
		Carol Tozer		44
		Mercedes Drummond		117
		Gina Bell		109
		Anne Brackley		111
4	Lara Basketball Club Scoping Study	David Van Der Hoeven		4
		Andrew Hilliard		9
		Lorraine Kulic		20
		Paul Russell		28
5	Armstrong Creek Place Naming	Sharon Parnell		5
6	Community Infrastructure Funding for Sport	Rohan Greaves		6
7	Anakie Reserve Facility Upgrade – Upgrade of Social Rooms at Anakie Reserve	Heath Menhennet		7
8	Investment in recreation and social infrastructure in low socio economic areas of Geelong - Investment in sea bath facility in Corio Bay/Eastern Beach	Leann Dunt		8
9	St Leonards Skate Park	Chris Reed		10
		Suzanne Whitely		11
		Jyals Maloney		12
		Nicole White		13
		Simon Varley		14
		Kristie Hancock		16
		Elise David		17
		Luke Sammut		18
		Carrie Silke		23
		Wendy Mayne		24
		Alec Kulic		27
		Michaela Walsh		29
		Odette Lesock		30
		Trudi Kyrou		31
		Leanne Archdall		32
		Justin McCabe		33
		Katie Humphries		36
		Joanne Mazza		37
		Lynne Coleman		39
		Jake Thompson		40
		Jake Thompson		40
10	Province Blvd Playground – Skate Park	Austin Evans		15
11	Mt Brandon Landscaping Master Plan	Kate Sanders		19
12	Proposed roundabout Scenic and Roslyn Roads	James Kingsbury		21
		Kate Robinson		22
13	Barwon Heads Bowling Club -facility upgrade	Doug Dalgleish		25
14	Shared Trails Implementation	Andrew Hilliard		26
15	Electric Vehicle Fast Charging Stations	Ed Sloane		34

Submissions by Topic				
Topic No.	Topic	Submitters Name	Estimated Cost $	Submission No.
16	CBD Safety, Little Malop St revitalisation, bicycle and pedestrian traffic in CBD	Katie Alb		41
17	Climate Change	Alan Barlee		42
		Laura Grufas		95
		Monica Winston		120
		Sanja Van Huet		104
		Joan Lindross		108
18	Leopold Tennis Club Pavilion Redevelopment	Annabel Panther	$1.2m	43
		Paul Senior		45
		Anne-Maree Hoare		48
		Jo-anne Dimopoulos		50
		Richard Hockley		51
		Rachael Scott		61
		William Scott		62
		Andrew Scott		63
		Steven Cox		64
		Ashleigh Cox		65
		Kaitlyn Cox		66
		Vicki Trentini		67
		Leschelle Keast		69
		Kylie McDonald		70
		Samuel McDonald		71
		Hayden Walters		73
		Cory Walters		74
		Jodie Walters		75
		Cheyenne Walters		76
		Hannah Rose		77
		Aiden Bent		78
		Marcus Bent		79
		Laura Bent		80
		Ryan Fairchild		81
		Joan Colegrave		82
		Melanie McClelland		86
		Zoe Mckiernan		87
		Dean Parrello		88
		Margarita Perez		96
		Ry Davies		101
		Karen Filippou		103
		El Chambers		106
		Helen Filippou		115
		Beth Van Elst		124
19	Free Parking in the CBD	Daniel Garcia		46
20	Tim Hill Reserve Ground Renovation	Philip O'Donohue		49
21	Landy Field Upgrade	Melissa Pitt		53
		Darren Edwards		54
		Matt McCallum		55
		Cristelle Gilmour		58
		Michelle Murrant		68
		Steve Colquhoun		85
		Amy Dunn		91
		Daniel Wilson		92
		Geelong Little Athletics		125
22	Moorpanyal Park Master Plan	Bruce Cohen		90
		Mona Chungchao		93
		Raju Lakshmana		94

Submissions by Topic				
Topic No.	Topic	Submitters Name	Estimated Cost $	Submission No.
		Aaron Giles Andrew Mahoney Dominic Sheehan Coralie Jenkin Ian Chao Kate Pediaditis Dita Kasal		97 98 99 102 107 113 122
23	Proposed Budget & Our Community Plan – General Feedback	Doug Carson Katherine Cohen Mercedes Drummond Karen Campbell		60 84 117 119
24	Chilwell Library – Community Hub	Hilary Hoevenaars		72
25	Portarlington Neighbourhood House	Debra Sheard		83
26	Funding for footpaths in Coolabah Drive and Allambee Avenue	Sarah Roberts		110
27	Biophilic City	Mary-Jane Walker Philip Roos		116 118
28	Leopold Recreation Reserve Master Plan	Richard Hockley Peter Jeffreys		52 89
29	Rates	Robert Gaffney Paula Stevenson Ben Flynn Cameron Brown David Wynn Jim Demetrious		100 105 112 114 121 123
30	Early Learning Centre for St Leonards	Olga Useli		38
31	Footpaths Murradoc Road St Leonards	Marie Reed		56
32	Traffic Movement in Geelong – Westfield entrance/exit and Malop St	Jan Wilkinson		57
33	Protection of heritage venues	Lorraine Stokes		59
34	McDonald Reserve Master Plan	Ken Caldwell		126

All submitters were invited to attend the panel hearing to address the panel in support of their submission. Submitters who addressed the panel are listed below.

List of submitters who addressed the panel	
Submitters Name	**Topic**
Jyals Moloney	St Leonards Skate Park
Alan Barlee	Climate Change
Monica Winston	Climate Change
Heath Menhennet (Anakie Football Netball Club)	Anakie Reserve Facility Upgrade – Upgrade of Social Rooms at Anakie Reserve
Richard Hockley	Leopold Tennis Club Pavilion Redevelopment Leopold Recreation Reserve Master Plan
Peter Jeffreys (Leopold Football Netball Club)	Leopold Recreation Reserve Master Plan
Bruce Cohen (North Shore Residents Association)	Moorpanyal Park Master Plan
Coralie Jenkins	Moorpanyal Park Master Plan
Sarah Roberts	Funding for footpaths in Coolabah Drive and Allambee Avenue
Mary-Jane Walker (The School of Lost Arts)	Biophilic City

Noah Warren (Quintessential Equity)	Commercial Rates
Cameron Brown (Geelong West Business Association)	Commercial Rates
Jim Demetriou	Commercial Rates

PANEL CONSIDERATION OF SUBMISSIONS MADE TO OUR COMMUNITY PLAN 2021-25 AND 2021-22 PROPOSED BUDGET

Source:	**Customer & Corporate Services – Financial Services**
Director:	**Michael Dugina**
Report To:	**Submissions Panel Hearing**

Purpose

The purpose of the Submission Panel Hearing is to consider all submissions received and make a recommendation whether to change Our Community Plan 2021-25 or 2021-22 to 2024-25 proposed Budget.

Background

Council adopted the draft Our Community Plan 2021-25 (Community Plan) and 2021-22 to 2024-25 proposed Budget (the proposed budget) on 27 April 2021. In accordance with the requirements of the Local Government Act 2020 (the Act), the proposed Community Plan and proposed budget were advertised inviting public submissions for a 28-day consultation period. The submission period closed at 5:00pm on Tuesday 25 May 2021.

The Submission Panel hearing is scheduled to meet on Wednesday 2 June 2021 at 6:00pm to consider the submissions received.

Key Matters

Council will receive a report from the Submissions Panel and consider recommendations as part of adopting the Community Plan and the Proposed Budget.

Council received 126 submissions in relation to the Community Plan and the Proposed budget (note any late submissions separately) (refer Attachment 4 for a list of submitters in order of receipt).

Submissions have been grouped under each topic raised, listing the name of the submitter (refer Attachment 2) and key point of the topic. All submitters have received an acknowledgement of their submission.

Cr Aitken moved, Cr Sullivan seconded -

That the Submissions Review Panel:

1. **Acknowledge the quality of submissions and thank all submitters for their contribution;**
2. **Having considered all submissions lodged, together with the report of the Submissions Review Panel, the Proposed Budget considered by Council on 27 April 2021 be adopted without material change; and**
3. **Having considered all submissions lodged, together with the report of the Submissions Review Panel, the 2021-25 Our Community Plan considered by Council on 27 April 2021 be adopted without material change.**

Attachment 1

Financial Implications

1. Operating Result

    1.1 The proposed Budget has been prepared in accordance with the direction provided by Council. The proposed budget as endorsed on 27 April 2021 has an underlying operating deficit of ($7.9 million).

    1.2 Subsequent to the endorsement of the Proposed Budget, Council has resolved to add a further $0.7 million cost for the Central Geelong Marketing Levy which has increased the proposed underlying operating deficit to ($8.6 million).

2. Capital Capacity

    2.1 Capital capacity for the 4-year budget was $42.3m, with $42.7m (net of borrowings) being incorporated into the proposed budget.

    2.2 Post the budget endorsement, Council resolved to;

        1. Commit $500,000, in the 2021-22 Budget for Barwon Heads Bowling Club development, subject to the receipt of grant funding from Sport and Recreation Victoria.

        2. Commit a further $500,000 to the development of the North Bellarine Pool

        3. Commit a further $21.84m for the development of the Northern Aquatic Centre. This commitment is a borrowing project and does not impact capital capacity.

    2.3 Note capital capacity may be constrained and will be monitored on a regular basis.

3. Borrowing Capacity

    3.1 With the inclusion of $21.84m of borrowings for the Northern Aquatic Centre, borrowing capacity is limited over the 4 years of the budget. Current, indebtedness in year 2 & 3 of the budget sits at 59%, just below Councils risk appetite.

Community Engagement

4. Public notice was published in the Geelong Advertiser on Wednesday 28 April 2021 to commence 28 days of community engagement.

Social Equity Considerations

5. The proposed Budget and our Community Plan identifies the sources and allocation of resources to implement the many social initiatives that impact the community.

Policy/Legal/Statutory Implications

6. A copy of the proposed Budget must be made available for public inspection. The budget is available in electronic format on the City's website or inspection or in printed copy upon request.

Alignment to Council Plan

7. Our Community Plan 2021-25 and the proposed budget identifies the activities the City will undertake in 2021-25 which are aligned to achieving the strategic directions.

Conflict of Interest

8. No council officer involved in the preparation of this report have a direct or indirect interest in any matter to which this report relates.

Risk Assessment

9. Under Section 90 of the Act, Council must adopt a 4 year Council Plan by 31 October in the year following an election. Section 94 of the Act, a budget for each financial year and subsequent 3 years by 30 June each year. The timetable provides for the submissions panel report to be item 1 for consideration at the scheduled meeting of Council on Tuesday 22 June 2021.

Environmental Implications

10. The proposed budget identifies the sources and allocation of resources to implement the many environmental initiatives that impact the community.

Attachment 2

Topic Number	Topic	Name	Submission Number	Cost
1	Lara Recreation Reserve Master Plan	Peter Kelly	1	-
		Rosario Fusca	47	$100,000
2	Our Community Plan - Community Gardens	Rosemary Nugent	2	
3	Northern Bellarine Aquatic Centre	Rachel Evens	35	
		Edwina Bird	3	
		Carol Tozer	44	
		Mercedes Drummond	117	
		Gina Bell	109	
		Anne Brackley	111	
4	Lara Basketball Club Scoping Study	David Van Der Hoeven	4	
		Andrew Hillard	9	
		Lorraine Kulic	20	
		Paul Russell	28	
5	Armstrong Creek Place Naming	Sharon Parnell	5	
6	Community Infrastructure Funding for sport	Rohan Greaves	6	
7	Anakie Reserve Facility Upgrade - Upgrade of social rooms at Anakie reserve	Heath Menhennet	7	
8	Investment in recreation and social infrastructure in low socio economic areas of	Leann Dunt	8	

Topic Number	Topic	Name	Submission Number	Cost
	Geelong - Investment in sea bath facility in Corio Bay/Eastern Beach			
9	St Leonards Skate Park	Chris Reed	10	
		Suzanne Whitely	11	
		Jyals Maloney	12	
		Nicole White	13	
		Simon Varley	14	
		Kristie Hancock	16	
		Elise David	17	
		Luke Sammut	18	
		Carrie Silke	23	
		Wendy Mayne	24	
		Alec Kulic	27	
		Michaela Walsh	29	
		Odette Lesock	30	
		Trudi Kyrou	31	
		Leanne Archdall	32	
		Justin McCabe	33	
		Katie Humphries	36	
		Joanne Mazza	37	
		Lynne Coleman	39	
		Jake Thompson	40	
10	Province Blvd Playground - Skate park	Austin Evans	15	
11	Mt Brandon landscaping Master Plan	Kate Sanders	19	
12	Proposed roundabout Scenic and Roslyn Roads	James Kingsbury	21	
		Kate Robinson	22	
13	Barwon Heads Bowling Club - facility upgrade	Doug Dalgleish	25	
14	Shared Trails Implementation	Andrew Hillard	26	
15	Electric Vehicle Fast Charging Stations	Ed Sloane	34	
16	CBD Safety, Little Malop St revitalisation, bicycle and pedestrian traffic in CBD.	Katie Alb	41	
17	Climate Change	Alan Barlee	42	
		Laura Grufas	95	

Topic Number	Topic	Name	Submission Number	Cost
		Monica Winston	120	
		Sanja Van Huet	104	
		Joan Lindross	108	
18	Leopold Tennis Club Pavilion Redevelopment	Annabel Panther	43	$1.2 m
		Paul Senior	45	
		Anne-Maree Hoare	48	
		Jo-anne Dimopoulos	50	
		Richard Hockley	51	
		Rachael Scott	61	
		William Scott	62	
		Andrew Scott	63	
		Steven Cox	64	
		Ashleigh Cox	65	
		Kaitlyn Cox	66	
		Vicki Trentini	67	
		Leschelle Keast	69	
		Kylie McDonald	70	
		Samuel McDonald	71	
		Hayden Walters	73	
		Cory Walters	74	
		Jodie Walters	75	
		Cheyenne Walters	76	
		Hannah Rose	77	
		Aiden Bent	78	
		Marcus Bent	79	
		Laura Bent	80	
		Ryan Fairchild	81	
		Joan Colegrave	82	
		Melanie McClelland	86	
		Zoe Mckiernan	87	
		Dean Parrello	88	
		Margarita Perez	96	
		Ry Davies	101	
		Karen Filippou	103	
		El Chambers	106	
		Helen Filippou	115	
		Beth Van Elst	124	
19	Free Parking in CBD	Daniel Garcia	46	
20	Tim Hill Reserve Ground Renovation	Philip O'Donohue	49	

Topic Number	Topic	Name	Submission Number	Cost
21	Landy Field Upgrade	Melissa Pitt	53	
		Darren Edwards	54	
		Matt McCallum	55	
		Cristelle Gilmour	58	
		Michelle Murrant	68	
		Steve Colquhoun	85	
		Amy Dunn	91	
		Daniel Wilson	92	
		Geelong Little Athletics	125	
22	Moorpanyal Park Master Plan	Bruce Cohen	90	
		Mona Chungchao	93	
		Raju Lakshmana	94	
		Aaron Giles	97	
		Andrew Mahoney	98	
		Dominic Sheehan	99	
		Coralie Jenkin	102	
		Ian Chao	107	
		Kate Pediaditis	113	
		Dita Kasal	122	
23	Proposed budget & Our Community Plan - General Feedback	Doug Carson	60	
		Katherine Cohen	84	
		Mercedes Drummond	117	
		Karen Campbell	119	
24	Chilwell Library - Community Hub	Hilary Hoevenaars	72	
25	Portarlington Neighbourhood House	Debra Sheard	83	
26	Funding for footpaths in Coolabah Drive and Allambee Ave	Sarah Roberts	110	
27	Biophilic City	Mary-Jane Walker	116	
		Philip Roos	118	
28	Leopold Reserve Recreation Master Plan	Richard Hockley	52	
		Peter Jeffries	89	
29	Rates	Robert Gaffney	100	
		Paula Stevenson	105	

Topic Number	Topic	Name	Submission Number	Cost
		Ben Flynn	112	
		Cameron Brown	114	
		David Wynn	121	
		Jim Demetrious	123	
30	Early Learning Centre for St Leonards	Olga Useli	38	
31	Footpaths Murradoc Road St Leonards	Marie Reed	56	
32	Traffic movement in Geelong - Westfield entrance/exit and Malop Street.	Jan Wilkinson	57	
33	Protection of Heritage Venues	Lorraine Stokes	59	
34	Master Plan McDonald Reserve	Ken Caldwell	126	

Attachment 3

Discussion

1. In accordance with the Act, the Submissions review panel appointed by Council must consider every submission received. Further, the person lodging the submission may have the opportunity to speak in support of their submission, providing a specific request is received.

2. The making of submissions in respect of Our Community Plan and Budget is an important opportunity for the community to have input in the planning process.

3. Having considered all submissions, the Submissions Panel will need to formulate a recommendation to Council which may either:

    3.1 Resolve that having considered submissions received in relation to the Community Plan and Budget, the Community Plan or Budget be adopted without change, or

    3.2 That having considered submissions received in relation to the Community Plan and Budget, the Community Plan or Budget be varied.

4. The following submissions were, received in response to Our Community Plan 2021-25 and 2021-22 Proposed Budget. The submissions have been summarised in this report and officer comments and recommendations are provided for the Panels' consideration.

1. Lara Recreation Reserve Master Plan

Peter Kelly, Lara Sporting Club – Lara Recreation Reserve Master Plan

Peter Kelly provides a submission in response to the proposed budget. The submission on behalf of the Lara Sporting Club thanks the Councillors and the City's officers for their commitment and contribution to the Lara Recreation Reserve Master Plan Stages 1 & 2.

Officer Comments

Thank you for your submission on behalf of the Lara Sporting Club. Your support for the Lara Recreation Reserve MasterPlan Stages 1 and 2 is welcome and has been noted. The City is in support of providing updated and improved infrastructure for sporting and passive recreation for the local community.

Rosario Fusca – Lara Recreation Reserve Master Plan – Outdoor Gym

Rosario Fusca provides a submission in response to the proposed budget. The submission requests Council consider the inclusion of an outdoor gym in the Lara Recreation Reserve Master Plan. An outdoor gym would provide infrastructure for local residents to increase their physical activity.

Officer Comments

The City of Greater Geelong Play Strategy 2011-2021 is now due for renewal. The development of a new Play Strategy would along with other play considerations seek to provide a strategic basis for the implementation of outdoor gyms across the Municipality. This approach would ensure a level of equity in how play spaces such as outdoor gyms are provided for across all communities in Geelong.

An Officer business case was submitted in the 2021-22 budget for consideration by Council but is not included in the draft budget.

If an outdoor gym was to be provided in Lara it is most likely that the Lara Recreation Reserve would be the appropriate site. However, the Lara Recreation Reserve Master Plan adopted in 2018 does not currently contemplate an outdoor gym, but being a relatively minor play element, could be considered.

The estimated cost would be approximately $100,000.

2. Rosemary Nugent - Our Community Plan 2021-25 – Community Gardens

Rosemary Nugent provides a submission in response to Our Community Plan 2021-25. The submission provides feedback on the Community Plan noting the lack of importance of community gardens. Council to consider the importance of community gardens and locating them in most suburbs to improve people's health, wellbeing and social connectedness.

Officer Comments

Thank you for your feedback on the draft Our Community Plan 2021-25 document. Given the strategic nature of the plan over the next four years, there are a number of places and spaces that have not been specifically identified. Community gardens are fantastic facilities that help improve our community's health, wellbeing and social connectedness. Council has recently offered community grants for the planning and establishment of new community gardens and is in the final stages of developing the Community Gardens Assessment Guidelines which will guide the planning and establishment of these important community initiatives.

3. Northern Bellarine Aquatic Centre

Support for funding the North Bellarine Aquatic Centre

Rachel Evans provides submissions in response to the proposed 2021-22 Budget. The submission thanks Council for supporting the Stage 1 development of the North Bellarine pool.

Officer Comments

Thank you for your submission. Your support for the Stage 1 development of the Northern Bellarine Aquatic Centre is welcome and has been noted. The City is in support of providing updated and improved sport and recreation infrastructure for the local community.

Northern Bellarine Aquatic Centre Support and further engagement of concept Design

Submission were received from Edwina Bird, Carol Tozer, Mercedes Drummond, Gina Bell and Anne Brackley, in response to the proposed budget. Submissions were supportive of the development of the Northern Bellarine pool and requested further community engagement regarding concept design and additional funding to provide an indoor warm water exercise pool.

Officer Comments

Council has received $10 million from the Federal Government for the delivery of a 50 metre outdoor pool, that can be used and heated all year round. This budget includes an additional $5 million for delivery of the pool.

In addition, at a Council meeting on 27 April 2021, Council also resolved to:

1. Endorse the concept plans for development of the North Bellarine 50 metre outdoor pool which is in accordance with the funding agreement provided by the Federal Government; and

2. Identify potential avenues of funding to advocate for a future stage two of the development which would complement the 50 metre outdoor pool and deliver an indoor aquatic facility that includes provision for a warm water pool, aqua play, hydrotherapy and other associated facilities to service the needs of the North Bellarine community.

There will be a process of further community engagement in the design and development of the new aquatic facility.

4. Lara Basketball Club Scoping Study (Court scoping at Beckley Park)

Support for the Lara Basketball Club Scoping Study

Submissions responding to the proposed 2021-22 budget were received by David Van Der Hoeven, Andrew Hilliard, Lorraine Kulic and Paul Russell.

The submissions support the funding allocation to Lara Basketball Club to complete a scoping study into the potential to build a new basketball stadium at Beckley Park, Corio.

Officer Comments

Thank you for your submission. Your support for the Lara Basketball Club scoping study is welcome and has been noted.

In the 2021-22 proposed budget Council has allocated $50,000 as a contribution to the Lara Giants Basketball Club to undertake a design and feasibility study into the potential to build a new basketball stadium at Beckley Park.

In addition, as part of the Social Infrastructure Plan, the City will also be looking at opportunities to provide more compliant basketball/netball courts at Leisuretime Centre in Norlane.

5. Sharon Parnell – Armstrong Creek Place Naming

Sharon Parnell provides a submission in response to the proposed budget. The submission requests that the City stop referring to Duneed location as Armstrong Creek West.

Officer Comments

When the City is referring to a place, we will use Mount Duneed whenever possible. We generally refer to the “Armstrong Creek growth area” that includes the suburbs of Armstrong Creek, Charlemont, Marshall and Mount Duneed. The infrastructure projects that are funded via Development Contributions will continue to be referred to by their unique identifier that includes the name of the Precinct Structure Plan such as Armstrong Creek West.

6. Rohan Greaves – Allocation of Community Infrastructure Funding for sport

Rohan Greaves provides a submission in response to the proposed budget. The submission proposes that community infrastructure funding needs to be allocated per sport based on participation data (provided) to enable equity in funding distribution across all sports.

Officer Comments

In July 2020 Council endorsed a Social Infrastructure Plan that uses data and community insights to determine future priorities for investment in social infrastructure.

The level of participation is one important factor to be considered when determining the need for investment. However, there are other important factors that relate to social equity, sustainability, accessibility and the condition of existing infrastructure that all need to be taken into account when making investment decisions.

7. Heath Menhennet – Anakie Reserve Facility Upgrade

Heath Menhennet, on behalf of the Anakie Football and Netball club provides a submission in response to the proposed budget. The Anakie Football and Netball Club provide the City with a letter of support for the upgrade of the social rooms at Anakie Reserve. The letter notes that an upgrade of facilities will further support local organisations who use the current facility as a community hub for engagement and events and have a positive impact on the local community and football club members and supporters.

Officer Comments

Thank you for your submission. Your support for the Anakie Reserve Facility upgrade is welcome and has been noted. The City is in support of providing updated and improved sport and recreation infrastructure for the local community.

8. Leann Dunt – Investment in recreation and social infrastructure in low socio-economic areas of Geelong - Investment in sea bath facility in Corio Bay/Eastern Beach

Leann Dunt provides a submission in response to the proposed budget. The submission provides feedback and suggestions for investment in recreation and infrastructure in low socio-economic areas of Geelong. The walking loop trail at Phalaris Park in Corio being an example of investment in new infrastructure in established areas that has been welcomed by the community. A further suggestion proposes a sea bath facility in Corio Bay.

Officer Comments

In July 2020 Council adopted the Social Infrastructure Plan. This plan gathered a range of data and community insights to help assess the needs and priorities in various communities across the municipality. This data included assessing the different demographics and also considers the need to drive for greater social equity when investing in social infrastructure.

In the draft 2021-22 budget, Council continues to pursue a number of initiatives including the delivery of Northern Aquatic Community Hub, new facilities for the Corio Soccer Club and the Corio Football Netball Club at Shell Reserve.

In response to the proposal for a sea baths facility, we note that the existing bay pool at Eastern Beach is very popular and well regarded. This facility is maintained at a high level by the City. The swimming complex is Heritage listed and there are no plans for any additional expansion of that facility. EPA has ranked the water quality at Eastern Beach the highest in Port Philip. Further dredging of the swimming enclosure to improve the swimming amenity is under consideration.

9. St Leonards Skate Park Redevelopment

Submissions responding to the proposed 2021-22 budget were received by Chris Reed, Suzanne Whiteley, Jyals Maloney, Nicole White, Simon Varley, Kristie Hancock, Elise David, Luke Sammut, Carrie Silke, Wendy Mayne, Alec Kulic, Michaela Walsh, Odette Lesock, Trudi

Kyrou, Leanne Archdall, Justin McCabe, Katie Humphries, Joanne Mazza, Olga Useli, Lynne Coleman, Jake Thompson .

The submissions request funding for the redevelopment of the St Leonards Skate Park be included in the 2021-22 budget.

Officer Comments

In the Social Infrastructure Plan adopted by Council in July 2020, the St Leonards Skate Park was identified as one of the play spaces that was a priority for redevelopment.

During 2020 Council undertook community engagement with the St Leonard's community on concept plans for a new skate park. In February 2021, Council made application to Sport and Recreation Victoria for funding to deliver a new skate park at St Leonard's.

On 14 May 2021 Council was notified that SRV would provide $440,000 to the development of a new skate park in St Leonard's.

As a result of the funding announcement further community engagement on the skate park will be undertaken with the intention to deliver a new skate park for St Leonard's in 2022.

10. Austin Evans – Province Bvd Playground – request for skate park at location.

Austin Evans provides a submission in response to the proposed budget. The submission provides feedback on funding allocated for the Province Bvd playground in the proposed budget and requests consideration be given to incorporating a skatepark in the design or alternatively installation of a skatepark at the existing Grantham Drive reserve.

Officer Comments

Public Open space is highly valued by the community for a wide range of uses including outdoor recreation, play and quiet enjoyment.

In 2021-22 the City will commence design for two new public open spaces reserves in the Province area of Highton as well as planned upgrades at the existing reserve on Grantham Drive.

The City will engage widely with the local community in the design process for these projects in order to deliver reserves which best meet the communities needs and aspirations.

Austin's request for the inclusion of scooter and skate opportunities has been noted and a future engagement process will provide opportunities for Austin and other community members to have further input to the design of these reserves.

11. Kate Sanders – Mt Brandon Landscaping Master Plan.

Kate Sanders provides a submission in response to the proposed budget. The submission supports the development of a Master Plan which would provide the community with a passive recreation opportunity with a walking trail along the Barwon River. The pathway would also connect with existing pathways to create a circuit from Fyansford to Breakwater via Highton.

Officer Comments

Kate Sanders is thanked for the submission. The Mt Brandon Landscape Plan prepared by the City provides direction for the transformation of the old farmland between Buckley Falls Park and the Geelong Ring Road into a parkland. It includes actions to protect and restore the environmental values of the river corridor.

Many of the actions in the Mt Brandon Landscape Plan have been implemented including the path across the gully connecting the old and new parts of the river reserve, construction of further paths and lookout, the creation of the Red Gum picnic area and extensive revegetation and restoration works.

Funding has been allocated in the 2021-22 financial year to complete the stairs and a platform to the river and the construction of more paths.

The proposed funding in the 2021-22 budget, if approved will enable will enable substantial works to be implemented to continue the transformation of this important river corridor into a parkland.

We are hoping to organise another community planting at Mt Brandon in spring this year, all going well with COVID-19, and would invite you and your family to participate.

12. Proposed roundabout Scenic and Roslyn Roads.

Submissions responding to the proposed budget were received by James Kingsbury and Kate Robinson. The submission queries the investigation which occurred in deciding to establish a roundabout at the location and objects to funding in the proposed budget for establishment of a roundabout. The submission notes that a roundabout at this location will severely limit the ability of residents to exit the Wandana Heights estate due to the limited number of existing points of egress. Improved line markings, a median strip and kerb works at the intersection in lieu of a roundabout is proposed to achieve a balance of road safety and equitable traffic flow.

Officer Comments

No prior investigation has occurred on intersection improvement options or the suitability/viability of a roundabout at this location. The project has been funded for feasibility and design in 2021-22. Alternative intersection treatments may be considered as part of this investigation.

13. Doug Dalgleish - Barwon Heads Bowling Club facility upgrade.

Doug Dalgleish provides a submission in response to the proposed budget. The submission notes the clubs continuing request of the City for financial assistance to upgrade the current facilities and requests Council give serious consideration to include funding in the 2021-22 budget for improvement works.

Officer Comments

Barwon Heads Village Park Bowls Club Pavilion project is a key initiative of the draft Barwon Heads Master Plan. The project already has $500,000 of federal funding.

On 27 April 2021, Council endorsed submission for a grant application to the SRV Local Sports Infrastructure Fund. A Council resolution also endorsed making a contribution of $500,000, should the grant application to SRV be successful.

14. Andrew Hilliard - Shared Trails Implementation.

Andrew Hilliard provides a submission in response to the proposed budget. The submission notes support for two components of the budget relating to shared trails. Funding for connectivity of identified trail gaps and the allocation of noncapital expenditure for planning future trails.

Officer Comments

Thank you for your input and support for this project. Funding allocation and projects commented on by Mr. Hillard are provided as per the draft proposed budget.

15. Ed Sloane – Electric vehicle fast charging stations.

Ed Sloan provides a submission in response to the proposed budget. The submission requests Council advise plans to address the lack of electric vehicle charging stations.

Officer Comments

Thank you for your submission in relation to electric vehicle charging stations.

The City has recently adopted an Environment Strategy 2020-2030 which includes a Goal to become A ZERO EMISSION, CLIMATE-READY CITY REGION. and includes the strategic direction to prioritise the development of sustainable transport infrastructure and services.

In relation to community electric vehicle charging stations the City has installed several charge stations including two at the Geelong Waterfront at several others at community centres. The Geelong region currently has 12 publicly accessible medium speed (7-22kW) EV charging stations (located in Geelong, Leopold and Armstrong Creek).

The Geelong region has been identified by the Australian Renewable Energy Agency (ARENA) as a blackspot in the network of publicly accessible electric vehicle charging stations. ARENA recently launched the $16.5m Future Fuels Fund program to support the provision fast charging infrastructure in capital cities and regional centres with a focus on reducing blackspots in the network.

In response to this funding program the City has submitted an expression of interest and proposed four sites within our municipality for inclusion in this program.

16. Katie Alb – CBD Safety, Little Malop St revitalisation, bicycle and pedestrian traffic in CBD.

Katie Alb provides a submission in response to the proposed budget. The submission notes concern with anti-social behaviour and safety in the CBD and requests additional safety presence to address. A suggestion to close Lt Malop St and develop into a covered dining area. Comment on the initiative to bring bikes into the CBD and suggestion that cyclists do not have desire to ride in the CBD but rather the waterfront. Suggestion that funding be allocated to attract pedestrians to the CBD to support local traders.

Officer Comments

Our focus for the future of Central Geelong is to deliver a sustainable, safe and pedestrianised city centre, that appeals to both visitors and our local community. There are a number of projects proposed to be delivered in 2021-22 that address urban design within Central Geelong which focus on delivering this.

Safety is a high priority for Council and is at the core of our community plan. In actual terms, anti-social behaviour has reduced in the CBD over the past 5 years however, there is an ongoing perception that Central Geelong is unsafe. While we acknowledge that safety is a valid concern raised by the community, it is also recognised that media reporting that does not always present a balanced view.

Ground floor shop vacancies in Central Geelong are also lower than 5 years ago and building approvals are up. Businesses in Central Geelong have increased by 22% since 2016 due to

many factors including greater developer and business confidence, the numerous programs delivered by Central Geelong Marketing https://www.centralgeelong.com.au/ and the Revitalising Central Geelong Action Plan https://www.revitalisingcentralgeelong.vic.gov.au/.

A bicycle network for Geelong is a key principle towards a sustainable city. We have responded to the voices of daily commuters (workers) to Central Geelong by developing and integrated cycling network. At present more than 80% of city workers drive to work each day as single occupants in motor vehicles. This congests our roads, compounds parking problems and is unsustainable for a growing municipality. Along with sustainable transport solutions, such as bikes, we are also advocating to the Victorian State Government to improve public transport in our region.

17. Climate Change

Funding to address climate change action priorities.

Submissions responding to the proposed budget were received by Alan Barlee, Monica Winston and Laura Grufas. The submissions request the Council include an adequate range of costed climate actions in the budget to demonstrate to the community a commitment to Council's Climate Change acknowledgement.

Officer Comments

In response to overwhelming community support, Council recognised climate change as a global emergency through its Sustainability Framework, launched in 2020. The 2021-22 budget has been developed with 5 key objectives including; 'Investment in sustainable initiatives that improve our environment and reduce our costs to service the community's needs.' The budget refers to the global issue of climate change and the need to address this.

Councils extensive environmental and sustainability programs will continue to be maintained and expanded as part of our 2021-22 budget.

The 2021-22 financial year will see significant investment and/or resources allocated to major environmental initiatives including;

- Replace inefficient mercury vapour streetlights with energy efficient LED lighting
- Switch all building electricity supply from coal to renewable energy sources
- Installing rooftop solar pv
- Transition to low emission vehicle fleet
- Manage and enhance over 1,300 hectares of conservation reserves, including the new 500ha Sparrovale Wetland
- New kerbside food collection service to divert food waste from landfill for use on local farms

Actions contained within the City's Urban Forest Strategy and Environment Management Strategy ae supported through the 2021-22 budget. The City will have significant expenditure on our revegetation programs to continue the process of greening our city to improve biodiversity, improve the health and wellbeing of residents and mitigate the impacts of climate change.

The 2021-22 budget allocates additional funding and staffing resources to manage our increasing number of conservation and coastal reserves as well as environmental planning staff to help ensure new housing developments minimise their impacts their environment.

The City is currently finalising the Climate Change Response Plan which has been developed with extensive community input. The Strategy will set greenhouse gas emissions targets for the municipality. The draft Plan is expected to be released in July for community feedback and comment.

Implementation of the Climate Change Response Plan will be a collaborative effort across government, community and business and the City will play a key role in leading the change needed.

The City will continue to allocate substantial investment and resources to address climate change.

Increased funding for environmental initiatives

Submissions responding to the proposed budget were received by Sanja Van Huet on behalf of Geelong Sustainability and Joan Lindross on behalf of Geelong Environment Council Inc. The submission acknowledges the budget allocations for environmental reserves and notes the limited budget for environmental considerations will have an impact on the effectiveness to implement of the Sustainability Framework initiatives. A request is made to Council to increase funding for additional tree plantings, increase environmental assets (open space and parklands), planning for greener developments and protection of wildlife.

Officer Comments

Council wishes to thank Geelong Sustainability and Geelong Environment Council Inc. for its questions and comments in relation to the 2021-22 budget.

The 2021-22 financial year will see significant investment and resources allocated to major environmental and sustainability initiatives including;

- Transition to renewable electricity supply for all the City's buildings which will reduce our emissions by over 21,000 tonnes per annum
- Replacement of inefficient mercury vapour streetlights with energy efficient LED lighting
- Installing rooftop solar pv
- Transition to low emission vehicle fleet
- Manage and enhance over 1,300 hectares of conservation reserves, including the new 500ha Sparrovale Wetland
- New kerbside food collection service to divert food waste from landfill for use on local farms
- New funding to expand our community environmental grants program

Actions contained within the City's Urban Forest Strategy and Environment Management Strategy are supported through the 2021-22 budget. The City will have significant expenditure on our revegetation programs to continue the process of greening our city to improve biodiversity, improve the health and wellbeing of residents and mitigate the impacts of climate change.

The 2021-22 budget allocates additional funding and staff resources to manage our increasing number of conservation and coastal reserves as well as environmental planning staff to help ensure new housing developments minimise their impacts on the environment.

The City will be providing additional resources to assist with community education on waste and the circular economy. This includes a new Circular Economy Implementation Officer, Community Engagement Team Leader as well as bin inspection officers. These additional resources will play a significant role in helping to divert waste from landfill and developing our local circular economy.

The City works very closely with many local environment groups and the 2021-22 allocates substantial new funds for partnership projects with environment groups. The Environmental Sustainability Grants will support the initiation, development and delivery of projects that enhance our natural environment and drive sustainability actions across the Geelong region. Further information relating to the grants program will be available prior to the release of future funding rounds.

The City adopted the Shared Trails Masterplan in 2020 which was an action stemming from the Municipal Public Health and Wellbeing Plan 2018-21. The Masterplan identifies key gaps in our network, and between existing trails, to support active travel as a means of commuting, recreation and leisure. The draft 2021-22 budget proposes funding for the continued delivery of priority trails across the municipality.

The City's draft 2021-22 budget also proposes funding for an Integrated Transport Plan, that will consider how all modes of transport are supported into Geelong's future, particularly for active travel as we continue to strive for the City's aim of 50% of all travel to work to be made by sustainable transport.

The City has a nationally recognised coastal climate change mitigation and adaptation program. This includes the Our Coast program and its successor which is continuing to assess and implement measures to reduce coastal risks associated with climate change, including increasing sea level rise. The City will continue to maintain this program and will manage a range of innovative coastal protection projects including the Sunken Gallery at Clifton Springs whose modular reef units will reduce wave energy and curb erosion along The Dell's coastline.

18. Leopold Tennis Club Pavilion Redevelopment

Submissions responding to the proposed budget were received by Paul Senior on behalf of Tennis Australia, Annabel Panther, Anne-Marie Hoare, Jo-anne Dimopoulos, Richard Hockley, Andrew Scott, William Scott, Rachael Scott, Steven Cox, Ashleigh Cox, Kaitlyn Cox, Vicki Trentini, Leschelle Keast, Kylie McDonald, Samuel McDonald, Hayden Walters, Cory Walters, Jodie Walters, Cheyenne Walters, Hannah Rose, Aidan Bent, Marcus Bent, Laura Bent, Ryan Fairchild, Joan Colegrave, Melanie McClelland, Zoe Mckiernan, Dean Parrello, Margarita Perez, Ry Davies, Karen Filippou, El Chambers, Helen Filippou and Beth Van Elst.

The submissions request that Council include funding in the proposed budget for the Leopold Tennis Club Pavilion redevelopment. The present facility has no change room facilities or toilets.

Officer Comments

The redevelopment of the Clubhouse is the last major infrastructure priority within the 2011 Leopold Memorial Reserve Master Plan which has not been delivered.

Facilities at the reserve do not currently provide gender neutral facilities to support continued increased female participation.

There are no toilets or change facilities located within the tennis pavilion – participants are required to use a public toilet which is in poor condition.

Facilities are outdated and are not disability compliant.

Facilities are too small to accommodate further participation growth.

This project will provide a fit for purpose, multi-use pavilion with gender neutral change space and amenities.

The project has been costed at $1.2 million.

The club funded the development of designs for the clubhouse in 2018, City officers were consulted throughout the design development.

The project was included within the City's "Female Friendly Facilities" application to the State Governments "Community Sports Infrastructure Stimulus Program" in 2021, however was unsuccessful.

An Officer business case for the project was developed and included within the 2021-22 Council budget deliberations however was unsuccessful in securing funding.

In regard to the public toilets, there are two toilet blocks that are currently in poor condition that require renewal. Under the toilet block replacement scheme 2 – 3 are replaced per year and currently these particular toilet blocks are not prioritised for an immediate or near future replacement.

19. Daniel Garcia – Free Parking in CBD

Daniel Garcia provides a submission in response to the proposed 2021-22 budget. The submission requests Council to reverse a decision to fund $8m in the proposed budget for a free parking initiative and invest in Green Spine or improved security around the Kardinia Aquatic centre.

Officer Comments

Free parking has been considered by the Council to encourage visitors to central Geelong. Council considered a number of free parking options as part of its decision making process, the 2nd hour free option was the best out of the various options, in an effort to encourage visitors to the Central Activity Area.

20. Philip O'Donohue– Tim Hill Reserve Ground Renovation

Philip O'Donohue, on behalf of the Wandana Heights Tennis Club provides a submission in response to the proposed budget. The tennis club supports the funding allocation of $300k for Ground Renovations to utilise Tim Hill Reserve to its maximum potential noting a number of items for consideration;

Installation of an irrigation system would require separate meters for both the tennis Club and Wandana Hall who also occupy the property. Current car park for approximately 30 cars is inadequate and requires sealing.

Toilets for use by tennis club are currently located within the Wandana Heights Hall. An upgrade to the facility will require separate toilet access for the tennis club and additional netting required between the cricket club and tennis courts to protect users of the courts and playground.

Officer Comments

The above items are noted. All the above matters will be considered as part of the further engagement to be undertaken during the next stages of the project for renewal of the Tim Hill Reserve open space.

The Wandana Heights Tennis Club will be invited to participate in the next stages of this project.

21. Landy Field Facility Upgrade

Submissions responding to the proposed 2021-22 budget were received by Melissa Pitt, Darren Edwards, Matt McCallum, Cristelle Gilmour, Michelle Murrant, Steve Colquhoun, Amy Dunn, Daniel Wilson and Geelong Little Athletics.

The submissions request that Council support the allocation of funding in the 2021-22 proposed budget for the upgrade of facilities at Landy Field.

Officer Comments

Support for budget funding towards Landy Field is acknowledged.

22. Moorpanyal Park Master Plan

Submissions responding to the proposed 2021-22 budget were received by Bruce Cohen on behalf of the North Shore Residents Group, Mona Chungchao, Raju Lakshmana, Aaron Giles, Andrew Mahoney, Dominic Sheehan, Coralie Jenkin, Ian Chao, Kate Pediaditis and Dita Kasal.

The submissions support Councils allocation of funding in the 2021-22 proposed budget and future years, towards developing and implementing a Master Plan for Moorpanyal Park North Shore.

Officer Comments

Support for the Moorpanyal Park Master Plan is acknowledged.

23. Proposed Budget & Our Community Plan – General Feedback

Doug Carson provides a submission in response to the proposed 2021-22 budget. The submission congratulates Council on the budget in light of the COVID-19 impacts and supports funding in the proposed 2021-22 budget for the establishment of a community hub in Drysdale, the Drysdale library upgrade and construction of the Northern Bellarine Aquatic Centre.

Officer Comments

Support for the budget and projects is acknowledged.

Katherine Cohen provides a submission in response to the proposed 2021-22 budget. The submission supports funding in the proposed 2021-22 budget for upgrade of facilities at Landy

Field, the development and implementation of a Master Plan for Moorpanyl Park North Shore and is appreciative of the extended operating hours at the Kardinia Pool.

Officer Comments

Support for the budget and projects is acknowledged. Support for the 2021-22 budget is acknowledged. The City is pleased to have offered restricted hours from April to June 2021 as part of the City's response to COVID-19 to encourage access to outdoor facilities.

Mercedes Drummond on behalf of the Drysdale Clifton Springs Curlewis Association (DCSCA) provides a submission in response to the proposed 2021-25 budget. The submission supports the submission of the Northern Bellarine Aquatic Centre Advocacy Group and funding allocation for the development of an aquatic centre. Noted is a concern that footpath infrastructure is funded through Special Rates and Charges Scheme and requests new footpath infrastructure is funded through the capital works budget. The DCSCA request to be provided with the opportunity to be part of an effective community engagement process to identify major/central footpath infrastructure to be delivered.

Officer Comments

On 27 April 2021 Council endorsed the development of an indoor aquatic facility at the Drysdale Sport & Leisure Precinct. As part of this resolution Council has committed to advocating for funding of the facility from the State and Federal Governments.

This project will be one of the priorities in the City's future advocacy plan seeking funding from other levels of Government.

The City receives many requests for new footpaths where a smaller section of the community receives the primary benefit. The funding of footpaths via a Special Rate and Charge Scheme (SRC) allows for more footpaths to be built throughout the municipality in any year.

In recent footpath schemes, the City contributed a greater proportion of the costs in each of the footpath-related SRC projects recognising the wider community benefits. Once a footpath is built, its maintenance and future replacement is funded by operational budgets.

Karen Campbell on behalf of Deakin University and the Eat Well Geelong nutrition academic team provides a submission in response to Our Community Plan 2021-25. Eat Well Geelong partnership welcomes the opportunity to partner with the City to review and enhance Our Community Plan strategic directions.

Officer Comments

The City welcomes the submission by Deakin University and members of the Eat Well Geelong academic partnership group and sees a number of opportunities to work together when progressing the key strategic directions of our Community Plan. The City does not support the development of a new Community Plan Advisory Committee, largely due to the number of current Advisory Committee's that exist. We do support, however, inviting Deakin University Eat Well Partnership to a network of key agencies who we actively partner with around achieving a range of actions as cited in the Plan. This new network will commence early in the new financial year and this new network will be pivotal to driving a range of health and wellbeing initiatives.

The City welcomes working with Eat Well Geelong to collate existing data and to look for new opportunities to generate new targeted data for our future work.

The City welcomes the opportunity to work with Eat Well Geelong to improve population health through healthy eating as outlined in the submission. In response to point 3, the City

acknowledges the importance of diet, however, the City uses Healthy Eating as an over-arching term that aligns with State Government policy. In response to point 4 of the submission, we encourage Deakin University to view the draft Action plan providing greater detail around how the strategic directions will be delivered. This Action plan will accompany the Community Plan when submitting to Council for adoption – 22nd June 2021.

The appropriate officer will contact the Eat Well Geelong partners once the Community Plan is adopted.

24. Hillary Hoevenaars – Chilwell Library Community Hub

Hillary Hoevenaars provides a submission in response to the proposed budget. The submission supports the allocation of funding in the proposed budget for the development of a community hub at Chilwell Library.

Officer Comments

Support for the Chilwell Library Project is acknowledged.

A process of further community engagement in the detailed design of the building will be undertaken during the 2021-22 financial year.

25. Debra Sheard, Portarlington Neighbourhood House –

Debra Sheard on behalf of the Portarlington Neighbourhood House provides a submission in response to the proposed 2021-22 budget. The submission supports the allocation of funding in the proposed budget to undertake a scoping study for a community hub in Portarlington. The submission thanks Council for its support to accommodate current activities at Parks Hall and welcomes the opportunity to collaborate with Council and the community to plan for a community hub.

Officer Comments

Support for the Portarlington Community Hub Scoping Study is acknowledged.

26. Sarah Roberts – Funding for footpaths in Coolabah Drive and Allambee Avenue Grovedale.

Sarah Roberts and Katherine Gladman provide a submission in response to the proposed 2021-22 budget. The submission requests full Council funding for the construction of footpath infrastructure in Grovedale. Funding for the footpath was allocated in the 2020-21 budget however construction was not completed. The Coolabah Drive/Allambee Avenue footpath project was to be delivered via Special Rates & Charges scheme.

Officer Comments

The City currently delivers new and upgraded infrastructure through a Special Rate and Charge Scheme. For footpaths the City will contribute a minimum of 50% of the cost of the works. This contribution may be higher depending on the amount of broader community benefit derived by the works.

Coolabah Drive and Allambee Avenue footpath project was proposed to the community for delivery through a Special Rate and Charge Scheme but did not receive majority support from the community.

The City has commenced a Special Rate and Charge Policy review process and has put on hold the initiation of any new schemes until this policy review is complete.

Following the review of this policy, the City may re-initiate the Coolabah Drive and Allambee Avenue footpath project.

It is important that we equitably deliver new and upgraded infrastructure across the City. In new subdivision areas, this infrastructure is built as part of the subdivision and funded by land owners through the sale of the land. Essentially these property owners fund the infrastructure through their land purchase price. In areas lacking infrastructure, it is financially equitable for property owners to contribute to the cost of new or upgraded works where they derive a special benefit from the works.

27. Biophilic City

Mary-Jane Walker – Lost School of the Arts

Mary-Jane Walker on behalf of the Lost School of the Arts provides a submission in response to the proposed 2021-22 budget. The submission shares information on activities of the Lost School of the Arts a Geelong based business that promotes the concept of Geelong as a potential Biophilic city and outlines the key reasons aligned with the Community Plan strategic directions for Geelong to be a biophilic city. Council is requested to consider the opportunity for Biophilic design to be incorporated in future initiatives.

Officer Comments

Thank you for your submission. We note your comment that when people live in a biophilic city they are proven to be much more committed to sustainable living. Council adopted a Sustainability Framework in 2020 to create a culture of sustainable practice in the City and community. A supporting action plan addresses the three priority areas of protecting the environment, community wellbeing and social equity, and responsible and transparent business.

Philip Roos – Live+Smart Research Laboratory, Deakin University

Philip Roos on behalf of Deakin University provides a submission in response to the proposed 2021-22 budget. The submission outlines the activities in Biophilic design at the Live+Smart Research Laboratory at Deakin and requests that the City adopt and apply the principles of biophilic design in Our Community Plan where the city and community are active in the participation of the international Biophilic Cities network.

Officer Response

The draft budget contains an initiative to prepare a Biophilic City business case. This will be an important step as we become a biophilic city.

Other related actions contained within the budget include support for the City's Urban Forest Strategy and Environment Management Strategy. The City will have significant expenditure on our revegetation programs to continue the process of greening our city to improve biodiversity, improve the health and wellbeing of residents and mitigate the impacts of climate change.

The 2021-22 budget allocates additional funding and staff resources to manage our increasing number of conservation and coastal reserves as well as environmental planning staff to help ensure new housing integrates with the local environment.

The City works very closely with many local environment groups and the 2021-22 budget allocates substantial new funds for partnership projects with environment groups. The Environmental Sustainability Grants will support the initiation, development and delivery of projects that enhance our natural environment and drive sustainability actions across the Geelong region. Further information relating to the grants program will be available prior to the release of future funding rounds.

28. Leopold Reserve Recreation Master Plan.

Submissions responding to the proposed budget were received by Richard Hockley and Peter Jeffries on behalf of the Leopold Football Netball Club.

The submissions note a Master Plan for the Leopold memorial Recreation Reserve was commissioned and adopted by Council in June 2011 and implementation of some works in the Master Plan are not completed. The Leopold Football and Netball club seek support from Council to allocate funding in the 2021-22 budget to undertake a review of the Master Plan.

Officer Response

Since the development of the Master Plan the following priority items have been delivered within the Reserve;

- Redevelopment and extension of the existing Pavilion and formalisation of the carparking for main entry and pavilion.
- Delivery of new netball courts, lighting and formalisation of the forecourt
- Delivery of new Cricket training facility and storage

Most of the priority works still to be delivered within the Master Plan relate to traffic management, the formalisation of car parking within the reserve.

Priorities relating to the upgrade of the tennis pavilion are yet to be delivered.

Officers and Councillors met with the Leopold FNC 9th Feb 2021 to discuss the FNC's future aspirations for the reserve.

The club noted their aspirations to re-develop the public toilet block located on Oval 2 to provide amenities for juniors and female players. The Current Master Plan indicates the demolition of the toilet block.

The Club have developed Facility Development Plan (FDP), no officer consultation has taken place during this process. The club developed FDP for the reserve include priorities for the Football Netball Club only. The FDP has not considered other users of the reserve more broadly.

Officers advice would be to work with all users of the reserve to review, reconfirm and revise any priorities to have these reflected in an updated version of the existing master plan. It is not Officers advice that a completely new master plan is required.

29. Rates

Robert Gaffney – Commercial and Industrial Rate increases

Robert Gaffney provides a submission in response to the proposed 2021-22 budget. The submission requests Council to consider a reduction in the rate calculation for commercial and industrial rates, have consideration of the impacts of COVID-19 on the community and identify revenue efficiencies and other sources of income to reduce the burden on ratepayers.

Officer Response

Council acknowledges that commercial and industrial rates are in the top quadrant for commercial and industrial rates with residential rates in the lower quadrant compared to other municipalities within the state.

Equity of rate contribution is a subjective concept that is difficult to define. What is considered fair for one person or group maybe considered unfair for another person of group. Council will continue to review the application of horizontal and vertical allocation principles in future revenue and rating strategies.

Council notes that tax deductibility exists for Commercial and Industrial rates which is not generally available to the residential sector, and also the income generating capability of commercial and industrial based properties.

Since 2016-17 council has complied with the rate cap and has not sought a variation to increase rates above the rate cap.

Since 2017-18 the relativity between commercial and industrial has been reducing with a view to align these rates in the future and to then commence on the reduction of the relativity between commercial/industrial and residential.

The City has a number of initiatives that seek to create efficiencies. This includes a $2.4 million efficiency program embedded in the current year 2020-21 and additional proposed efficiencies of $3.1 million in 2021-22 Draft Budget which includes $0.7 million that resulted out of the Council Expenditure Review Program.

There are a range of resources available to support businesses impacted by coronavirus, from legal, financial and wellbeing advice, to dispute mediation, to free memberships, and more. The Council has adopted six support packages, budgeted at an estimated $16.9 million, to assist businesses, community groups and residents impacted by the coronavirus pandemic. Please refer to our website for more details.

Paula Stevenson, Quintessential Equity – Commercial Rates

Paula Stevenson on behalf of Quintessential Equity provides a submission in response to the proposed 2021-22 budget. The submission notes Quintessential Equity ‘s support and investment in the Geelong region and proposed Council consider the introduction of a new differential for large scale commercial office buildings with a reduced rate in the dollar. A benchmarking study of Geelong rating differentials prepared by M3 property notes inequity in the distribution of rates between different property types.

Officer Response

Council acknowledges that commercial and industrial rates are in the top quadrant for commercial and industrial rates with residential rates in the lower quadrant compared to other municipalities within the state.

Equity of rate contribution is a subjective concept that is difficult to define. What is considered fair for one person or group maybe considered unfair for another person of group. Council will continue to review the application of horizontal and vertical allocation principles in future revenue and rating strategies.

Council notes that tax deductibility exists for Commercial and Industrial rates which is not generally available to the residential sector, and also the income generating capability of commercial and industrial based properties.

At amalgamation, (1994-95) the relativity of commercial and industrial (which were set at the same rate) to residential rates was 1.61, over the years this increased to the current relativity of 2.23 for commercial and 2.44 for industrial.

Since 2017-18 the relativity between commercial and industrial has been reducing with a view to align these rates.
It took council 27 years to get to the current position.

The relativity between the differentials will continue to be adjusted in future budgets. It will take a number of years (depending on the rate cap and valuation shifts) to reduce the relativity.

Geelong cannot be compared to metropolitan Melbourne as the rate bases are not similar. The average CIV in Melbourne city is $3,210,204 (taken from the 2020-21 budget) compared to $1,045,507 in Geelong (taken from the 2020-21 budget).

For 2021-22 the Central Geelong Marketing levy has been discontinued, saving an average of $770 per ratepayer.

We thank you for your suggestion of a 'Commercial – Office Building' differential and we will fully investigate the possibility. This will not be able to be completed in time for the 2021-22 budget.

Ben Flynn, Geelong Chamber of Commerce – Commercial and Industrial Rate Reductions.

Benn Flynn on behalf of Geelong Chamber of Commerce provides a submission in response to the proposed 2021-22 budget. The submission notes Geelong having one of the highest commercial and industrial rates in Victoria being both inequitable and detrimental to local business. The Geelong Chamber of Commerce notes the City has committed to reducing the relativity between commercial and residential rates and considers the increase in commercial rates in 2022 from 2.23 to 2.39 times the residential rate unacceptable. The submission recommends a reform of Commercial and Industrial rating to reform the reduce commercial and industrial rates in 2021 from 0.00532 to below 0.0045 in 2022 and from 2023 commercial and industrial rates be reduced over 4 years to 1.4 times the residential rate.

Officer Response

Council acknowledges that commercial and industrial rates are in the top quadrant for commercial and industrial rates with residential rates in the lower quadrant compared to other municipalities within the state.

Equity of rate contribution is a subjective concept that is difficult to define. What is considered fair for one person or group maybe considered unfair for another person of group. Council will continue to review the application of horizontal and vertical allocation principles in future revenue and rating strategies.

Council notes that tax deductibility exists for Commercial and Industrial rates which is not generally available to the residential sector, and also the income generating capability of commercial and industrial based properties.

At amalgamation, (1994-95) the relativity of commercial and industrial (which were set at the same rate) to residential rates was 1.61, over the years this increased to the current relativity of 2.23 for commercial and 2.44 for industrial.

Since 2017-18 the relativity between commercial and industrial has been reducing with a view to align these rates.

It took Council 27 years to get to the current position. It will take a number of years (depending on the rate cap and valuation shifts) to reduce the relativity. We acknowledge that the timelines are frustrating to businesses, however, Council cannot increase residential and other differentials within a five-year period.

Modelling (based on 2021-22 valuations and no increase for the rate cap) has shown that the average residential property would need to increase by $309.51 or 23.6% while commercial/industrial rates would decrease on average by ($1,642.86) or (29.6%) over the five year period as per your recommendation.

The relativity between the differentials will continue to be adjusted in future budgets. For 2021-22 the Central Geelong Marketing levy has been discontinued, saving an average of $770 per ratepayer.

Cameron Brown, Geelong West Business Association – Commercial and Industrial Rate Reductions.

Cameron Brown on behalf of Geelong West Business Association provides a submission in response to the proposed 2021-22 budget. The submission which is provided as general comment and question notes the lack of commitment or timeframe for rate reform for commercial and industrial ratepayers and notes limited disclosures for rating strategy objectives in the proposed budget. The Geelong West Business Association requests Council implement a 4 year strategy to reduce commercial and industrial rate differentials to 1.4 times the residential rate, self-fund a rate reduction to align with the strategic direction ‘Strong Local Economy’ and extend the budget consultation period to allow the community to review the rating differentials.

Officer Response

Section 1

i) Council acknowledge that commercial and industrial rates are in the top quadrant for commercial and industrial rates with residential rates in the lower quadrant compared to other municipalities within the state.

At amalgamation, (1994-95) the relativity of commercial and industrial (which were set at the same rate) to residential rates was 1.61, over the years this increased to the current relativity of 2.23 for commercial and 2.44 for industrial.

Since 2017-18 the relativity between commercial and industrial has been reducing with a view to align these rates.

Equity of rate contribution is a subjective concept that is difficult to define. What is considered fair for one person or group maybe considered unfair for another person of group. Council will continue to review the application of horizontal and vertical allocation principles in future revenue and rating strategies.

Council notes that tax deductibility exists for Commercial and Industrial rates which is not generally available to the residential sector, and also the income generating capability of commercial and industrial based properties.

It took council 27 years to get to the current position. It will take a number of years (depending on the rate cap and valuation shifts) to reduce the relativity.
We understand that the timelines are frustrating to businesses but council will find it very challenging to increase residential and other differentials within a short period.

ii) As part of the draft 2021-22 budget, residential rates are increasing on average by 1.7% which is above the rate cap set by the State Government.
Commercial rates on average are not increasing with industrial rates increasing by the rate cap of 1.5%. This is the first year since 2017-18 that industrial rates have had an increase as per the rate cap.
The Central Activities Area Special Rate and Charge has been discontinued from 2021-22, saving businesses within the CBD on average $770 per year.

iii) The objectives are contained within the Council report 27 April 2021 in Schedule B attachment 5. A full Revenue and rating plan will be adopted by June 30 in accordance with the 2020 Local Government Act.
The Point differentials were established in 2011-12. The waterways are currently maintained by the developer with the project due to be handed over in late 2024. The differential will reflect the additional costs to council after this time.

Section 2

i) You are correct – the number should be 62,267,936 not 2,267,936
ii) A separate Rating Strategy has previously been prepared as a more comprehensive document for ratepayers. For 2021-22, this will be replaced with the Revenue and Rating Plan to be adopted by 30 June 2021.
iii) The reduction of the relativity of the differentials will need to be assessed on an annual basis as part of the budget. There are factors that will need to be considered each year, for example the rate cap and the valuation movements within each differential.
iv) Average Rates Payable by Differential has been included to provide additional information to the reader. The table clearly shows the differences within the differentials.
v) There are no barriers that exist in establishing a Rating Review Group.
vi) The method of measurement is the relativity as a percentage between the differentials.
vii) Rates are not a fee for service.
viii) The average valuation of a property in the New Corio Estate is $3,000. There is no way of identifying the parcels of land as the inappropriate subdivision never proceeded. No services are available and there is no prospect of services becoming available in the future.

Section 3

i) The amount of rates generated by each differential does not equate to the amount spent on that differential. Rates are raised for a variety of programs, services and capital works for the community as a whole.

ii) Free parking has been considered by the Council to encourage visitors to central Geelong. Council considered a number of free parking options as part of its decision making process, the 2nd hour free option was the best out of the various options, in an effort to encourage visitors to the Central Activity Area.

Section 4

i) An investigation was undertaken in 2014-15 on a residential investment differential. It was not supported as it would not be simple or efficient to administer.
A review will be completed during 2021-22 but will not be part of the 2021-22 budget.

ii) 4.1.1 (a) is taken from the draft budget
4.1.1 (b) (c) (d) (f) and (j) rate modelling is calculated using the following steps:
- Adjust the 2019-20 rate. Use the current number of properties (via differential) and multiply by the 2019-20 rate in the dollar using the 2020 level valuations
- Replace the 2020 level valuations with the 2021 level valuations. Use the current number of properties (via differential) and multiply by the 2019-20 rate in the dollar using the 2021 level valuations to show the increase to revenue. Without adjusting the rate in the dollar, excessive revenue is achieved.
- Adjust the rate in the dollar to achieve 2019-20 rate revenue. Adjust the rate in the dollar to achieve the same level of revenue prior to changes in valuation.
- Introduce 2021-22 rate cap revenue increase. Adjust the rate in the dollar by the rate cap to increase the total revenue target.

iii) The rate in the dollar needs to be recalculated each year to reflect the changes to the database, specifically changes to number of properties and valuations and to allow for changes to rate revenue.

iv) The objectives are contained within the Council report 27 April 2021 in Schedule B attachment 5. A full Revenue and rating plan will be adopted by June 30 in accordance with the 2020 Local Government Act.

v) Refer to iv)

vi) Refer to iv)

vii) Refer to iii)

Section 5

i) We understand that the timelines are frustrating to businesses but council cannot increase residential differentials within a four year period.
Modelling (based on 2021-22 valuations and no increase for the rate cap) has shown that the average residential property would need to increase by $427.95 or 32.1% while commercial/industrial rates would decrease on average by ($1,337.11) or (24.0%) over the four year period as per your recommendation (from 2022-23 to 2025-26).
The relativity between the differentials will continue to be adjusted in future budgets.

ii) The City has a number of initiatives that seek to create efficiencies. This includes a $2.4m efficiency program embedded in the current year 2020-21 and additional proposed efficiencies of $3.1M in 2021-22 Draft Budget which includes $0.7m that resulted out of the Council Expenditure Review Program.

iii) Refer to iv) in Section 4.

David Wynn, Wynndean Holiday Resorts – Commercial Rates

David Wynn on behalf of Wynndean Holiday Resorts provides a submission in response to the 2021-22 budget. The submission notes Council has set Commercial rates at 2.9 times the residential rate without explanation or justification, the forced closure of the business due to COVID-19 in 2020 and refusal of any support or rate relief from the City.

The submission requests the City and Councillors adopt a sustainable rate scheme in line with other Victorian Councils.

Officer Response

Council acknowledge that commercial and industrial rates are in the top quadrant for commercial and industrial rates with residential rates in the lower quadrant compared to other municipalities within the state.

Equity of rate contribution is a subjective concept that is difficult to define. What is considered fair for one person or group maybe considered unfair for another person of group. Council will continue to review the application of horizontal and vertical allocation principles in future revenue and rating strategies.

Council notes that tax deductibility exists for Commercial and Industrial rates which is not generally available to the residential sector, and also the income generating capability of commercial and industrial based properties.

Any directive to close businesses was by the State Government of Victoria. The Council has adopted six support packages, budgeted at an estimated $16.9 million, to assist businesses, community groups and residents impacted by the coronavirus pandemic.

Wynndean Holiday Resorts Pty Ltd is a commercial entity and cannot be rated as residential as it does not meet the definition and characteristics of residential land.

Valuations are provided to council by the Valuer General Victoria. If you do not agree with the valuation, we would encourage you to object at the next opportunity which will be August 2021 upon receipt of the 2021-22 rate notice.

All customers using any of our landfill facilities are charged the same rate regardless of whether they are individual ratepayers, businesses or waste companies. We would be happy to review any recycling charges for you.

Jim Demetrious – Equity in Rating Commercial Enterprises

Jim Demetrious provides a submission in response to the 2021-22 budget. The submission notes Council's lack of support for Geelong businesses in the proposed budget while proposing an increase in Commercial rates to 2.54 times the residential rate. The submission requests the City and Councillors adopt a fairer rate scheme based on principles of equity, benefit and efficiency.

Officer Response

There are a range of resources available to support businesses impacted by coronavirus, from legal, financial and wellbeing advice, to dispute mediation, to free memberships, and more. The Council has adopted six support packages, budgeted at an estimated $16.9 million, to assist businesses, community groups and residents impacted by the coronavirus pandemic. Please refer to our website for more details.

Council acknowledges that commercial and industrial rates are in the top quadrant for commercial and industrial rates with residential rates in the lower quadrant compared to other municipalities within the state.

Equity of rate contribution is a subjective concept that is difficult to define. What is considered fair for one person or group maybe considered unfair for another person of group. Council will continue to review the application of horizontal and vertical allocation principles in future revenue and rating strategies.

Council notes that tax deductibility exists for Commercial and Industrial rates which is not generally available to the residential sector, and also the income generating capability of commercial and industrial based properties.

We thank you for your suggestion of a 'Commercial Residential' differential and we will further investigate this potential opportunity in conjunction with ability to capture the requisite data from the State Revenue Office. This will not be able to be completed in time for the 2021-22 budget.

30. Olga Useli - St Leonards Early Learning Centre

Olga Useli provides a submission in response to the 2021-22 budget. The submission requests an early learning centre be constructed in St Leonards.

Officer Response

Council does have plans to develop an early years facility in St Leonards. Council is aware of the increasing need for early years services in the area and has been actively considering and pursuing potential site development opportunities.

We are committed to ensuring future provision and access to early years services and will continue monitoring growth, timing and site opportunities.

31. Marie Reed - Footpaths – Murradoc Road St Leonards

Marie Reed provides a submission in response to the 2021-22 budget. The submission refers to projects funded in the 2019-20 budget; Footpath link on Murradoc Road St Leonards and the acquisition of land for a future early learning centre in St Leonards. An update on the status of both projects was requested.

Officer Response

In response to the Murradoc footpath, the project has had numerous technical challenges in designing a suitable footpath alignment and we continue to develop this project for delivery. Funding allocated in 2019-20 financial year which will be carried over for this project. Therefore the existing allocation is not shown in the draft budget for 2021-22.

The Social Infrastructure Plan adopted by Council in July 2020 identifies the need for an early years centre (including kindergarten) will be required to meet the future needs in the St Leonard's community.

Over the past 2 years Council has been in discussions with the Department of Education about the potential to co-locate an early years facility with the existing primary school. In recent discussions the Department of Education has indicated that a co-location of these facilities is unlikely to be feasible.

Council is now seeking other opportunities to build a proposed early years facility. This will require identifying a suitable site within St Leonard's and this process is ongoing.

32. Jan Wilkinson - Traffic Movement in CBD

Jan Wilkinson provides a submission in response to the 2021-22 budget. The submission requests further information on traffic flows through the CBD, in particular entry/exist points from the Westfield complex and along the Green Spine in Malop St.

Officer Response

Westfield Shopping Centre has a number of access points agreed through town planning approval to the local road network to provide access to their off street car parks. The access controls were approved prior to 2008 which was prior to a number of CBD developments and streetscape changes. Moorabool Street (left turn exit only) and Brougham Street access points (median turn provisions) do have controlled access requirements to help manage vehicle turning and through traffic movements. Yarra Street access was improved a few years ago by altering Corio St into a one way system to reduce vehicle and pedestrian traffic interaction. Malop Street access has been identified to be improved following future Green Spine streetscape upgrade. The suggestion to review these access points will be considered in future road projects in partnership with Westfield Shopping Centre to manage traffic demands and safety improvements.

The Green Spine project is a partly completed project to improve pedestrian streetscape, amenity and access provisions. In advancing the Green Spine project a number of road safety improvements and signal changes were required to address crashes and injuries previously recorded on Malop Street. Once the Green Spine is built to include adjacent road segments, improvements to access and movement to all road users will be possible.

33. Lorraine Stokes Protection of Heritage Venues

Lorraine Stokes provides a submission in response to the 2021-22 budget. The submission notes the lack of allocation for funding to protection heritage venues on the Bellarine.

Officer Response

A number of projects from the Municipal Heritage Strategy Action Plan, including the Significant Tree Register for which Ms Stokes has provided valuable input, are being progressed through the current year and funding has been sourced to commence a review of Outer Areas Study recommendations for heritage overlay listings.

Later this year the Municipal Heritage Strategy will be reviewed with the community being invited to suggest new initiatives to be incorporated into the next Action Plan. The types of projects raised by Ms Stokes would be appropriate and most welcome for consideration in the new Action Plan.

34. Ken Caldwell - McDonald Reserve Master Plan

Ken Caldwell on behalf of the South Barwon Football Netball Club and Highton Cricket Club provides a submission in response to the 2021-22 budget. The submission requests funding for a Master Plan at McDonald Reserve in Belmont.

Officer Response

The club aspires for several development priorities at the reserve:

- Urgent need for meeting behind the goals on main oval
- Female Friendly football changerooms
- Re-alignment and increase in size of oval 2 (to match oval 1)

In considering future planning for the reserve - given that none of the above development aspirations require a significant change to the reserve a Facility Development Plan may be considered worthwhile (not a master plan).

Increasing the size of oval 2 to match oval 1 would not provide increased capacity or participation opportunities for the club.

The Club currently have 2 sets of changerooms:

- 1 x compliant changerooms
- 1 x non-compliant changerooms

The club would benefit from upgrading the currently non-compliant changerooms to compliant female friendly football changerooms, this would be considered in completing a Facility Development Plan for the reserve.

The estimated cost of a facility development plan is $30,000.

Attachment 4

Listing of Submissions in order of receipt				
Sub No.	**Topic**	**Name**	**Organisation**	**Attending**
1	**Lara Recreation Reserve Master Plan**	**Peter Kelly**	**Lara Sporting Club**	**Invited**
2	**Community Gardens**	**Rosemary Nugent**		**Invited**
3	**Northern Bellarine Aquatic Centre**	**Edwina Bird**		**Invited**
4	**Lara Basketball Club Scoping Study**	**David Van Der Hoeven**		**Invited**
5	**Armstrong Creek Place Naming**	**Sharon Parnell**		**Attending**
6	**Community Infrastructure Funding**	**Rohan Greaves**		**Invited**
7	**Anakie Reserve Facility Upgrade**	**Heath Menhennet**	**Anakie Football & Netball Club**	**Attending**
8	**Investment in recreation & social infrastructure / Sea bath facility in Corio Bay**	**Leann Dunt**		**Invited**
9	**Lara Basketball Club Scoping Study**	**Andrew Hilliard**		**Invited**
10	**St Leonards Skate Park**	**Chris Reed**		**Invited**
11	**St Leonards Skate Park**	**Suzanne Whitely**		**Attending**
12	**St Leonards Skate Park**	**Jyals Maloney**		**Attending**
13	**St Leonards Skate Park**	**Nicole White**		**Invited**
14	**St Leonards Skate Park**	**Simon Varley**		**Invited**
15	**Province Blvd Playground - Skatepark**	**Austin Evans**		**Invited**
16	**St Leonards Skate Park**	**Kristie Hancock**		**Invited**
17	**St Leonards Skate Park**	**Elise David**		**Invited**
18	**St Leonards Skate Park**	**Luke Sammut**		**Attending**
19	**Mt Brandon landscaping Master Plan in Highton**	**Kate Sanders**		**Invited**
20	**Lara Basketball Club Scoping Study**	**Lorraine Kulic**	**Lara Basketball Club**	**Attending**
21	**Proposed roundabout Scenic and Roslyn Roads.**	**James Kingsbury**		**Invited**
22	**Proposed roundabout Scenic and Roslyn Roads.**	**Kate Robinson**		**Invited**
23	**St Leonards Skate Park**	**Carrie Silke**		**Invited**
24	**St Leonards Skate Park**	**Wendy Mayne**		**Invited**
25	**Barwon Heads Bowling Club - facility upgrade**	**Doug Dalgleish**		**Invited**
26	**Funding for Shared Trails Implementation - Non Capital Expenditure for planning of future trails**	**Andrew Hilliard**		**Invited**
27	**St Leonards Skate Park**	**Alec Kulic**		**Invited**
28	**Lara Basketball Club Scoping Study**	**Paul Russell**		**Invited**
29	**St Leonards Skate Park**	**Michaela Walsh**		**Invited**
30	**St Leonards Skate Park**	**Odette Lesock**		**Invited**
31	**St Leonards Skate Park**	**Trudi Kyrou**		**Invited**
32	**St Leonards Skate Park**	**Leanne Archdall**		**Invited**
33	**St Leonards Skate Park**	**Justin McCabe**		**Invited**
34	**Electric vehicle fast charging stations**	**Ed Sloane**		**Invited**
35	**Northern Bellarine Aquatic Centre**	**Rachel Evans**		**Invited**
36	**St Leonards Skate Park**	**Katie Humphries**		**Invited**
37	**St Leonards Skate Park**	**Joanne Mazza**		**Invited**
38	**Early Learning Centre for St Leonards**	**Olga Useli**		**Invited**
39	**St Leonards Skate Park**	**Lynne Coleman**		**Invited**
40	**St Leonards Skate Park**	**Jake Thompson**		**Invited**
41	**CBD Safety, Little Malop St revitalisation, bicycle and pedestrian traffic in CBD.**	**Kate Alb**		**Invited**
42	**Climate Change**	**Alan Barlee**		**Attending**
43	**Leopold Tennis Club Pavilion Redevelopment**	**Annabel Panther**		**Attending**
44	**Northern Bellarine Aquatic Centre**	**Carol Tozer**		**Invited**
45	**Leopold Tennis Club Pavilion Redevelopment**	**Paul Senior**	**Tennis Australia**	**Invited**
46	**Free Parking in CBD**	**Daniel Garcia**		**Attending**

Listing of Submissions in order of receipt				
47	**Lara Recreation Reserve Master Plan**	**Rosario Fusca**		**Attending**
48	**Leopold Tennis Club Pavilion Redevelopment**	**Anne-Maree Hoare**		**Invited**
49	**Tim Hill Reserve Ground Renovation**	**Philip O'Donoghue**	**Wandana Heights Tennis Club**	**Invited**
50	**Leopold Tennis Club Pavilion Redevelopment**	**Jo-anne Dimopoulos**		
51	**Leopold Tennis Club Pavilion Redevelopment**	**Richard Hockley**	**Leopold Football Netball Club**	**Attending**
52	**Leopold Recreation Reserve Master Plan**	**Richard Hockley**	**Leopold Football Netball Club**	**Attending**
53	**Landy Field Facility Upgrade**	**Melissa Pitt**		**Invited**
54	**Landy Field Facility Upgrade**	**Darren Edwards**		**Invited**
55	**Landy Field Facility Upgrade**	**Matt McCallum**		**Invited**
56	**Footpath Link - Murradoc Road St Leonards and Land/Site Acquisition for St Leonards Early Childhood Centre**	**Marie Reed**		**Invited**
57	**Traffic movement in Geelong - Westfield entrance/exit and Malop Street.**	**Jan Wilkinson**		**Invited**
58	**Landy Field Facility Upgrade**	**Cristelle Gilmour**		**Attending**
59	**Protection of heritage venues on the Bellarine**	**Lorraine Stokes**		**Invited**
60	**Proposed Budget & Our Community Plan – General Feedback**	**Doug Carson**		**Invited**
61	**Leopold Tennis Club Pavilion Redevelopment**	**Rachael Scott**		**Invited**
62	**Leopold Tennis Club Pavilion Redevelopment**	**William Scott**		**Invited**
63	**Leopold Tennis Club Pavilion Redevelopment**	**Andrew Scott**		**Attending**
64	**Leopold Tennis Club Pavilion Redevelopment**	**Steven Cox**		**Invited**
65	**Leopold Tennis Club Pavilion Redevelopment**	**Ashleigh Cox**		**Invited**
66	**Leopold Tennis Club Pavilion Redevelopment**	**Kaitlyn Cox**		**Invited**
67	**Leopold Tennis Club Pavilion Redevelopment**	**Vicki Trentini**		**Invited**
68	**Landy Field Facility Upgrade**	**Michelle Murrant**		**Invited**
69	**Leopold Tennis Club Pavilion Redevelopment**	**Leschelle Keast**		**Invited**
70	**Leopold Tennis Club Pavilion Redevelopment**	**Kylie McDonald**		**Invited**
71	**Leopold Tennis Club Pavilion Redevelopment**	**Samuel McDonald**		**Invited**
72	**Chilwell Library Community Hub**	**Hilary Hoevenaars**		**Invited**
73	**Leopold Tennis Club Pavilion Redevelopment**	**Hayden Walters**		**Invited**
74	**Leopold Tennis Club Pavilion Redevelopment**	**Cory Walters**		**Invited**
75	**Leopold Tennis Club Pavilion Redevelopment**	**Jodie Walters**		**Invited**
76	**Leopold Tennis Club Pavilion Redevelopment**	**Cheyenne Walters**		**Invited**
77	**Leopold Tennis Club Pavilion Redevelopment**	**Hannah Rose**		**Invited**
78	**Leopold Tennis Club Pavilion Redevelopment**	**Aiden Bent**		**Invited**
79	**Leopold Tennis Club Pavilion Redevelopment**	**Marcus Bent**		**Invited**
80	**Leopold Tennis Club Pavilion Redevelopment**	**Laura Bent**		**Invited**
81	**Leopold Tennis Club Pavilion Redevelopment**	**Ryan Fairchild**		**Invited**

Listing of Submissions in order of receipt				
82	**Leopold Tennis Club Pavilion Redevelopment**	**Joan Colegrave**		**Invited**
83	**Portarlington Community Hub Scoping Study**	**Debra Sheard**	**Portarlington Neighbourhood House**	**Attending**
84	**Proposed Budget & Our Community Plan – General Feedback**	**Katherine Cohen**		**Invited**
85	**Landy Field refurbishment of facilities**	**Steve Colquhoun**		**Invited**
86	**Leopold Tennis Club Pavilion Redevelopment**	**Melanie McClelland**		**Invited**
87	**Leopold Tennis Club Pavilion Redevelopment**	**Zoe Mckiernan**		**Invited**
88	**Leopold Tennis Club Pavilion Redevelopment**	**Dean Parrello**		**Invited**
89	**Leopold Recreation Reserve Master Plan**	**Peter Jeffreys**	**Leopold Football Netball Club**	**Attending**
90	**Moorpanyal Park Master Plan**	**Bruce Cohen**	**North Shore Residents Group**	**Attending**
91	**Landy Field Facility Upgrade**	**Amy Dunn**		**Invited**
92	**Landy Field Facility Upgrade**	**Daniel Wilson**		**Invited**
93	**Moorpanyal Park Master Plan**	**Mona Chungchao**		**Invited**
94	**Moorpanyal Park Master Plan**	**Raju Lakshmana**		**Invited**
95	**Climate Change**	**Laura Grufas**		**Invited**
96	**Leopold Tennis Club Pavilion Redevelopment**	**Margarita Perez**		**Invited**
97	**Moorpanyal Park Master Plan**	**Aaron Giles**		**Attending**
98	**Moorpanyal Park Master Plan**	**Andrew Mahoney**		**Invited**
99	**Moorpanyal Park Master Plan**	**Dominic Sheehan**		**Invited**
100	**Commercial and Industrial Rates reductions**	**Robert Gaffney**		**Invited**
101	**Leopold Tennis Club Pavilion Redevelopment**	**Ry Davies**		**Attending**
102	**Moorpanyal Park Master Plan**	**Coralie Jenkin**		**Attending**
103	**Leopold Tennis Club Pavilion Redevelopment**	**Karen Filippou**		**Invited**
104	**Climate Change**	**Sanja Van Huet**	**Geelong Sustainability**	**Invited**
105	**Commercial Rates**	**Paula Stevenson**	**Quintessential Equity**	**Attending**
106	**Leopold Tennis Club Pavilion Redevelopment**	**El Chambers**		**Invited**
107	**Moorpanyal Park Master Plan**	**Ian Chao**		**Attending**
108	**Climate Change**	**Joan Lindross**		**Invited**
109	**North Bellarine Pool / Proposed Budget & Our Community Plan – General Feedback**	**Gina Bell**		**Invited**
110	**Funding for footpaths in Coolabah Drive and Allambee Avenue Grovedale**	**Sarah Roberts**		**Attending**
111	**North Bellarine Pool**	**Anne Brackley**		**Invited**
112	**Commercial and Industrial Rates reductions**	**Ben Flynn**	**Geelong Chamber of Commerce**	**Invited**
113	**Moorpanyal Park Master Plan**	**Katie Pediaditis**		**Invited**
114	**Commercial and Industrial Rates reductions**	**Cameron Brown**	**Geelong West Business Association**	**Attending**
115	**Leopold Tennis Club Pavilion Redevelopment**	**Helen Filippou**		**Invited**
116	**Biophilic City**	**Mary-Jane Walker**	**The School of Lost Arts**	**Attending**
117	**North Bellarine Pool / Proposed Budget & Our Community Plan – General Feedback**	**Mercedes Drummond**	**Drysdale Clifton Springs Curlewis Association**	**Invited**
118	**Biophilic City**	**Phillip Roos**	**Deakin University**	**Invited**
119	**Proposed Budget & Our Community Plan – General Feedback**	**Karen Campbell**	**Eat Well Geelong**	**Attending**
120	**Climate Change**	**Monica Winston**		**Invited**
121	**Commercial Rates**	**David Wynn**	**Wynndean Holiday Resorts**	**Invited**
122	**Moorpanyal Park Master Plan**	**Dita Kasal**		**Invited**
123	**Commercial Rates**	**Jim Demetrious**		**Attending**

Listing of Submissions in order of receipt				
124	**Leopold Tennis Club Pavilion Redevelopment**	**Beth Van Elst**		**Invited**
125	**Landy Field Facility Upgrade**		**Geelong Little Athletics Committee**	**Invited**
126	**McDonald Reserve Master Plan**	**Ken Caldwell**	**South Barwon FNC & Highton Cricket Club**	**Invited**

3. COUNCIL SUBMISSION TO DRAFT CENTRAL GEELONG FRAMEWORK PLAN AND MINISTERIAL AMENDMENT C431GGEE

Source: **City Planning and Economy – Urban Design and Heritage**
Director: **Gareth Smith**

Purpose

1. To seek endorsement of the Greater Geelong City Council Submission, dated 22 June 2021, submission (**Attachment 3**) to the draft Central Geelong Framework Plan (CGFP) for the public consultation currently being undertaken by the Department of Environment, Land, Water and Planning (DELWP).

Background

2. In 2016, the Victorian Government released the Revitalising Central Geelong Action Plan, which proposed to update the Central Geelong Structure Plan (2007) and the Central Geelong Urban Design Guidelines (2008).

3. In 2017, the Revitalising Central Geelong Partnership commenced a refresh of the Central Geelong Structure Plan. In 2019, the Minister for Planning determined that the update of the Structure Plan and Urban Design Framework (UDF) be undertaken in parallel and instructed DELWP Planning to manage the project.

4. The draft CGFP was completed in April 2021 and went out for public comment at the end of May 2021, for a period of six weeks. A draft planning scheme amendment (C431ggee) has also been exhibited showing how the CGFP will be included into the planning scheme including major changes to the Activity Centre Zone Schedule 1 (ACZ1) and rezoning of fringe areas to ACZ1 **(Attachment 2).**

Key Matters

5. Officers generally support the draft CGFP and the amendment subject to the consideration of matters as outlined in the submission **(Attachment 3).**

6. The draft CGFP has implications for Council including:

   6.1 Significant further work to be undertaken by the City of Greater Geelong, with limited or no detail on:

      6.1.1 resourcing and funding, including State Government contributions;

      6.1.2 unclear, and in some cases, unrealistic timeframes; and

      6.1.3 the future role of the Revitalising Central Geelong Partnership.

   6.2 A reliance on the Transport Network Operating Plan (TNOP) that was not endorsed by Council, including proposed changes to freight routes that fail to address level rail crossing issues broadly, and in particular at McKillop Street, and do not reference the Bellarine Link as the preferred long term solution to removing unnecessary freight movements through Central Geelong;

   6.3 A failure to address longstanding issues with bus movements, bus interchanges and bus stop locations within Central Geelong, which continue to negatively impact retail and public realm amenity on Moorabool Street, as well as limiting alternative transport options more broadly across the region;

6.4 A failure to adequately address the Geelong railway station, rail and bus connections within Greater Geelong, and the exclusion of a future rail link to Avalon Airport; and

6.5 Council does not support proposals to locate future open space on specific Council-owned off-street car parks, and suggests consideration of other and more innovation proposals to increase open space in Central Geelong.

Cr Grzybek moved, Cr Harwood seconded -

7. That Council endorse the City of Greater Geelong Submission, dated 22 June 2021, (Attachment 3) to the draft Central Geelong Framework Plan and amendment process for consideration by the Advisory Committee appointed by the Minister for Planning, noting the following key concerns:

7.1 The absence of important details on funding, resourcing and implementation;

7.2 The failure to address several significant transport (freight routes, level crossings, bus movements, interchanges, stop locations) and parking issues; and

7.3 Unsupported proposal to use Council-owned sites for future open space.

Cr Mason left the meeting room at 7.52pm
Cr Mason re-entered the meeting room at 7.53pm

Carried.

Attachment 1

Financial Implications

1. There is minimal cost associated with making a submission beyond Officer preparation and presentation time at a subsequent Advisory Committee hearing. However, Officers are considering engaging a lawyer and potentially expert witnesses to assist with presenting the Council's case at the hearing. These costs can be borne within existing budgets.

2. DELWP is managing the amendment process to implement the draft CGFP into the planning scheme.

3. The draft CGFP identifies numerous actions to be delivered by the City, with financial implications associated with planning, design, delivery and operations. Some actions are to be delivered solely by the City and others in partnership with the State Government. However, no detail is provided on how these actions will be funded, including the role of the Revitalising Central Geelong Partnership.

4. The draft CGFP supports consideration of other mechanisms for collection of development contributions for provision of upgraded infrastructure. However, the documents do not elaborate on such mechanisms. If implemented, a future Development Contribution Plan will have financial further implications for Council.

5. The draft CGFP proposed future open space on existing Council-owned off-street car parks will have implications for future revenue.

Community Engagement

6. DELWP are responsible for all community engagement, including workshops and meetings with stakeholders, media releases and the production of explanatory videos to be made public during the public consultation phase.

7. A six-week public consultation phase is being undertaken from 25 May to the 7 July 2021, with written submissions to be made through the Engage Victoria website. Submissions are open to all members of the public, including those who are not residents in Greater Geelong.

8. A public hearing will be held from 9 September 2021 through to 21 October 2021 (6 weeks), during which all submissions will be considered.

Social Equity Considerations

9. The draft CGFP proposes:

    9.1 Increased housing diversity (choices) and affordability;

    9.2 Improved provision of equitable and accessible community and social infrastructure; and

    9.3 The development of Wadawurrung urban design and living heritage conservation guidelines.

Policy/Legal/Statutory Implications

10. The draft CGFP has been informed by several State Government and Council (draft and endorsed) policies, plans and strategies including:

    10.1 Clause 11.01-1R (Settlement – Geelong G21), by supporting the role of Central Geelong as a major regional city and revitalising and strengthening its role as Victoria's second city;

    10.2 Clause 11.03-1S (Activity Centres), by ensuring that Central Geelong is a focus for high-quality development; and improving the social, economic and environmental performance and amenity of Central Geelong;

    10.3 Clause 15.01 (Built Environment), by ensuring that the permanent built form controls protect the amenity, attractiveness, liveability and equitable development opportunities of Central Geelong;

    10.4 Clause 21 Municipal Strategic Statement (MSS) by supporting the sustainable growth of Geelong through providing a clear vision and high-level guidance for land use and development within Central Geelong for the next 30 years.

11. The draft CGFP includes actions for the City to deliver that are budgeted, some of which are jointly funded by the Victorian Government through the Revitalising Central Geelong Partnership.

12. The draft CGFP will form part of the Greater Geelong planning scheme and will need to be considered by the Responsible Authority when making planning decisions or decisions within Activity Centre Zone 1 and across Central Geelong.

Alignment to Council Plan

13. The draft CGFP aligns with the Planned Sustainable Development strategic priority in the Council Plan. It will support the management of future development in Central Geelong and the protection of heritage and the distinctive character of the city.

Conflict of Interest

14. No Council officers involved in the development of the draft CGFP or preparation of this submission, have a general or material interest in the issue to which it relates.

Risk Assessment

15. Participation in the submissions and Advisory Committee hearing process will ensure Council' views are known and considered when the draft CGFP is finalised.

Environmental Implications

16. The draft CGFP incorporates actions that support sustainable development outcomes, wind mitigation, protecting the public realm from overshadowing, and increasing open space and urban greening.

Attachment 2

Proposed Changes to ACZ 1 (Greater Geelong Planning Scheme)

1. An Explanatory Report (May 2021) prepared by DELWP, describes the proposed amendment as follows*:*

    1.1 "The amendment seeks to implement the findings of the Central Geelong Framework Plan 2021, comprising the Central Geelong Structure Plan and Revitalising Central Geelong Urban Design Framework"; and

    1.2 "The draft amendment applies to land within Central Geelong as shown on the map below" [overleaf].



Precinct 1. Station
Precinct 2. Cultural
Precinct 3. West Village
Precinct 4. Health
Precinct 5. Retail Core
Precinct 6. Knowledge & Enterprise
Precinct7. Waterfront
Precinct 8. York

Central Geelong Framework Plan Boundary
Precinct Boundary
Existing reserves/Open spaces

2. Specifically, the amendment seeks to:

   2.1 Amend Clause 21.09 Central Geelong of the Local Planning Policy Framework (LPPF) to update the policy consistent with the Central Geelong Framework Plan 2021, delete redundant provisions and correct drafting anomalies;

   2.2 Amend Clause 21.10 Geelong Western Wedge by renaming the clause to the 'Latrobe Terrace and Western Beach Areas', remove reference to Inner Wedge Precinct, delete redundant provisions and correct drafting anomalies;

   2.3 Replace Schedule 1 to Clause 37.08 Activity Centre Zone (ACZ1) with a new clause to introduce revised land use and built form controls consistent with the directions of the Central Geelong Framework Plan 2021;

   2.4 Rezone Residential Growth Zone 1 (RGZ1), Mixed Use Zone (MUZ) and Commercial 1 Zone (C1Z) land within the Central Geelong Framework Plan boundary to the ACZ1;

   2.5 Amend Schedule 17 to Clause 43.02 Design and Development Overlay (DDO17) to remove reference to the Inner Wedge Precinct, delete redundant provisions and correct drafting anomalies.

   2.6 Insert Schedule 46 to Clause 43.02 Design and Development Overlay (DDO46) to introduce built form controls consistent with the directions of the Central Geelong Framework Plan and apply it to land zoned Public Use Zone 2 (PUZ2) within the Central Geelong Framework Plan boundary; and

   2.7 Amend Schedule to Clause 72.08 Background Documents to insert the Central Geelong Framework Plan 2021 which comprises the Central Geelong Structure Plan and Revitalising Central Geelong Urban Design Framework.

3. *"In July 2016, the Victorian Government released the Revitalising Central Geelong Action Plan, which sets out initiatives designed to "turn central Geelong into a magnet for new jobs and growth". A key action of the Revitalising Central Geelong Action Plan is to review the Activity Centre Zone- Schedule 1 (ACZ1) that applies to Central Geelong to ensure it supports a thriving city centre."*

4. *"The State Government of Victoria is currently progressing the Central Geelong Framework Plan 2021 (CGFP) which sets a vision and high-level guidance for land use and development in Central Geelong over the next 30-years."*

5. *"Central Geelong is predominantly covered by the ACZ1 which was introduced in 2013. The lack of planning guidance through the outdated ACZ1 has resulted in a number of applications and development approvals that have threatened Central Geelong's amenity and the public realm. This includes development applications that are out of scale, that overshadow key public spaces and corridors, that have had no regard of wind impacts, and that undermine Central Geelong viewlines to the bay."*

6. *"In January 2021, Amendment C424ggee to the Greater Geelong Planning Scheme was gazetted to respond to the increase in quantity and scale of development proposed and approved within Central Geelong in recent years. Amendment C424ggee updated planning controls to ensure the interim protection of Central Geelong's public amenity whilst the CGFP work is being completed."*

7. The complete set of documents can be viewed online at: www.planning.vic.gov.au/public-inspection.

8. All submissions will be considered by an Advisory Committee, appointed by the Minister of Planning, which will conduct a Public Hearing occurring from 9 September 2021, for up to a maximum of 6 weeks, through to 21 October 2021.

9. Within 40 days of the completion of the Public Hearing, the Advisory Committee will provide its recommendations in a report to the Minister for Planning, to inform a Ministerial planning scheme amendment, to be completed by February 2022.

10. Officers comments on the proposal are contained in the draft submission in **Attachment 3.**

Attachment 3

Greater Geelong City Council Submission, 22 June 2021
To: Department of Environment, Land, Water and Planning

Dear Sir/Madam,

The Greater Geelong City Council (Council) provides the following submission on *Draft Amendment C431* and associated reference document the *Central Geelong Framework Plan (Framework Plan)*. This submission was endorsed by Council at its meeting of **22 June 2021**. The City welcomes and accepts its key role in the implementation and delivery of several aspects mentioned within the Framework Plan, however, the need for continued support by the State through resources and funding should be noted.

The Council acknowledges that the Central Geelong Land Use and Market Assessment Update, 2020 prepared by SGS Economics and Planning has informed the land use demand projections for 2050. We note that the study has been underpinned by a variety of growth modelling and scenarios based on retail and commercial floorspace demand as well as population and employment growth. The Central Geelong Framework Plan: Transport Strategy, 2021 prepared by Movement and Place Consulting provides information pertaining to integrated land use and place making objectives.

We note that the ACZ boundary has been extended to include areas to the southern periphery (south of Myers Street). We accept that this could further strengthen associated key anchors into the future; however, note that it involves rezoning properties from Residential Growth Zone and Mixed Use Zone to the ACZ to the south (McKillop Street) and east (Swanston Street).

SUMMARY OF THE COUNCIL'S POSITION

1. The Council recognises and supports the need for initiatives that can drive new jobs and growth for Geelong. We support the holistic review of the Activity Centre Zone as well as associated local planning policies and provisions to not only amend and improve but also ensure that a robust framework is in place to guide the future ambitions of the Council and community in general.
2. The Council appreciates the combination of discretionary and mandatory provisions that will ensure that Central Geelong will continue to enjoy sunlight access whilst experiencing minimised wind impacts, active street frontages and sustainable growth and development that keeps with the physical, historical and aesthetical context of the municipality.
3. The Council also acknowledges that balancing competing interests within Central Geelong including development potential and high quality public realm can be challenging and may not always be adequately covered within a document or planning scheme amendment. In this aspect, both documents in question have provided good levels of engagement with issues and varied actions to achieve many of the strategies.
4. The Council generally supports the proposed building heights in Central Geelong as mentioned within the Framework Plan. However, we recommend clarification of potential floor area uplift possible under the use of preferred maximum height limits.
5. On this basis, the Council supports, in principle, both the Draft Amendment C431 and associated reference document – Central Geelong Framework Plan; however, and importantly, the Council notes the following significant gaps:
    5.1 Significant further work to be undertaken by the City of Greater Geelong, with limited or no detail on:
        5.1.1 resourcing and funding, including State Government contributions;
        5.1.2 unclear, and in some cases, unrealistic timeframes; and
        5.1.3 the future role of the Revitalising Central Geelong Partnership.

6. A reliance on the Transport Network Operating Plan (TNOP) that was not endorsed by Council, including proposed changes to freight routes that fail to address level rail crossing issues broadly, and in particular at McKillop Street, and do not reference the Bellarine Link as the preferred long term solution to removing unnecessary freight movements through Central Geelong;

7. A failure to address longstanding issues with bus movements, bus interchanges and bus stop locations within Central Geelong, which continue to negatively impact retail and public realm amenity on Moorabool Street, as well as limiting alternative transport options more broadly across the region;

8. A failure to adequately address the Geelong railway station, rail and bus connections within Greater Geelong, and the exclusion of a future rail link to Avalon Airport; and

9. Council does not support proposals to locate future open space on specific Council-owned off-street car parks, and suggests consideration of other and more innovation proposals to increase open space in Central Geelong.

FEEDBACK ON TECHNICAL MATTER

1 The following comments have been made based on Amendment C431ggee and associated documents as exhibited and relationships with broader Council policies.

Heritage Considerations

A. Structure Plan

Foundational Basis

2 The documents and video presentation give a basis for the new planning controls "to safeguard central Geelong's unique character whilst optimising the City's attraction as a place to live, work and visit." Another basis is the protection of heritage that is uniquely Geelong. Yet, no foundational basis with regard to the history and heritage values of central Geelong are given in the Framework Plan or the Background Document. The latter provides a very basic and inaccurate overview of the history of central Geelong, but no meaningful overview of how central Geelong has been occupied (both by Wadawurrung and from the 1830s by Europeans) has been given. In order to safeguard Geelong's heritage and manage it into the future, it is essential that what constitutes the heritage values of central Geelong are clearly articulated.

Foreword

3 The fourth paragraph on p.2 mentions the City's retention of cultural history rather than its cultural heritage. These have very different meanings. History involves origins and evolution, but heritage is a tangible (and intangible) legacy associated with sites, buildings, traditions, etc.

4 While the foreword gives an outline of the highly significant work to be carried out in the form of guidelines relating to Geelong's indigenous heritage in partnership with the Wadawurrung Traditional Owners Aboriginal Corporation (which is an essential piece of work to be prepared), no mention of the need for a future review of European heritage has been given. This is a major oversight which is also reflected throughout the body of the document.

Opportunities in Central Geelong

5 A list of documents most relevant to the Structure Plan are listed. They include the City of Greater Geelong Heritage Strategy 2017-2021. Actions in the Heritage Strategy relevant to and not addressed in the Framework Plan include:

5.1 Updating the [heritage] overlays for central Geelong;

5.2 Review local heritage policies to ensure they meet current best practice; and

5.3 Update the outdated Heritage and Design Guidelines from 2007 [sic. – 1997].

Knowledge and Enterprise Precinct

6 Local illustrations/examples/precedents should be used where-ever possible (this is also relevant to other parts of the document).

7 The preferred maximum building height map has not mapped heritage overlay sites, only sites included in the Victorian Heritage Register. The majority of central Geelong's European heritage is included as heritage overlays. The preferred building heights and possibly the street wall heights do not completely align with the significance of the Woolstores Industrial Heritage Area HO1638 and the policies and objectives at Clause 22.29 of the Planning Scheme:

7.1 Relevant Objectives;

7.2 To maintain the views to and from the Woolstores Industrial Heritage Area; and

7.3 To retain the streetscape qualities of the area which is dominated by three and four storey Victorian warehouses with varying street setbacks and minimal separation between buildings.

8 Relevant Policy:

8.1 Encourage the highest point of the roof to be no greater than that of the highest adjacent building, unless it is not visible from the street.

Station Precinct

9 The term "high quality design" is referred to (as well as in other parts of the document). No design thresholds in defining this term has been given.

Retail Core Precinct

10. Figure 21 shows the adaptation of an existing building with a roof top addition that is visually prominent. This example does not reflect the precinct objective being "to maintain the visual prominence of heritage buildings within the streetscape …"

11. Precinct maps do not show heritage overlay sites and the preferred maximum building heights do not completely align with maintaining the prominence of the Brougham Street facade and northern portions of the Moorabool and Yarra Street facades of Westfield, together with the CML building (and tower) in Malop Street and towers to the former Solomon's Building in Moorabool Street.

Health Precinct

12. The same comments in relation to precinct maps as per previous maps in relation to no heritage overlays identified and the need to consider existing building heights and street facade heights for heritage-listed buildings.

West Village Precinct

13. Ryrie Street represents one of the more intact European heritage streetscapes in central Geelong. The precinct objectives include to "maintain the prominence of heritage buildings..." This is not reflected in the precinct maps for preferred building heights and street wall heights (given the notable number of significant two storey buildings). Existing heritage overlays are also not identified on the maps.

14. Given the above, it is not apparent how the preferred building heights will accord with the following objective and policy at Clause 22.28 Geelong Commercial Heritage Area:

14.1 Objective: To protect the relationship between nineteenth and twentieth century architecture expressed by the corner towers at the intersection of Ryrie Street with Gheringhap and Moorabool Streets as an architectural expression of major periods of Geelong's growth; and

14.2 Policy: Encourage building heights not to exceed the height of the tallest neighbouring building located within the associated block.

Key Issue

15. A key issue that has been overlooked under Land Use and Development is:

15.1 Carry out a heritage review of Central Geelong and update the Heritage and Design Guidelines to give better guidance on development in heritage overlays.

Land Use & Economy

16. No objective has been given to a European heritage review of central Geelong, and updated Heritage Guidelines as outlined as an "action" in the Heritage Strategy. This should be included in the Framework Plan. The basis for the heritage overlays in central Geelong is largely the Geelong City Urban Conservation Study (1991-1995) and to a lesser degree the Geelong Region Historic Buildings and Objects Study (1986). These studies are therefore 26 and 35 years old respectively. Amendment C359 also identified the need for further work.

17. An Incorporated Document is Volume 1 of the Geelong City Urban Conservation Study – Restoration and Infill Guidelines: Commercial and Civic Buildings (1993). This document provides no meaningful and contemporary guidance in assessing new work to commercial and civic buildings in central Geelong.

Built Form and Design

18. Objective 11 includes the building scale and form supports the character of Central Geelong. Yet, this character has not been defined. As an evolved City, the character of central Geelong is significant in different areas for different reasons based on land use, evolution of development, location and views. This should be outlined at the beginning of the Framework Plan.

19. While Sections 7 and 9 give guidance on development, built forms and facades relating to heritage buildings, Objective 11 provides no foundational actions. No mention has been given to ensuring that building scale and form respect significant buildings in heritage overlays as an action as part of Objective 11.

20. Missing Objective on Respecting and Responding to European Heritage Ensuring that new work respects and responds to heritage values, and the need for updated guidelines that consider the following is essential:

    20.1 Conservation: Restoration, Reconstruction, Adaptation;

    20.2 Demolition: avoiding the demolition of significant heritage buildings;

    20.3 Avoiding Facadism (this is outlined in Section 7 but not given in Section 5 as an objective);

    20.4 Maintaining Visual Prominence and Viewlines to Local Heritage Landmarks;

    20.5 Verandahs (an outline is given elsewhere but not in context with European cultural heritage values);

    20.6 Signage; and

    20.7 Landscaping. Reference has been made to the importance of respecting parks, but early street tree lines (such as those in Bellerine and Gheringhap Streets) also form key aspects of central Geelong's urban heritage character.

Objective 20

21. Figure 71 is not a good example if referencing a heritage building.

Objective 28

22. A local example (such as the artwork on the wall in Denny's Place) would give greater meaning to this objective).

Implementation Plan

23. Table 1:
    - 23.1 A major oversight is the lack of actions for European heritage including:
        - 23.1.1 Heritage overlay review of central Geelong (similar to the Hoddle grid review in central Melbourne); and
        - 23.1.2 Updated Heritage and Design Guidelines.
    - 23.2 Both should be delivered and/or partnered by CoGG and DELWP.

Action 13.1.1

24. This action should be a deliverable to ensure that the City's heritage values and character (as outlined at the beginning of the document) are conserved and enhanced.

B. Urban Design Framework

Purpose

25. It is unclear how the Urban Design Framework is developed in responding to existing heritage context when there is no analysis of this heritage context in the document.

Existing Built Form, Character and Challenges

26. The first paragraph (p.151) is confusing. The first sentence has combined Indigenous and European heritage and gives the impression at the commercial and industrial heritage relates to Indigenous heritage. In addition to significant European heritage commercial and industrial buildings are some dwellings within the study area. A notable streetscape is Corio Street (between Bellerine and Swanston Streets) which includes very modest dwellings dating from the 1840s.

27. The mention of Geelong having individually significant building and heritage precincts is supported but these heritage places have not been outlined in any foundation work, and heritage overlays have not been identified in the precinct maps.

28. The mention of facadism accurately reflects existing shortcomings.

Built Form

29. The annotation to the drawing for front setbacks above the street wall should read "Retain three dimensional heritage built form".

30. The proposed setback and building heights do not necessarily reflect the objectives previously outlined for ensuring visual prominence of the heritage asset.

Built Form: Design Quality and Architecture

31. It is confusing whether this paragraph is referring to infill development or additions to heritage buildings. Both should be separately articulated.

32. It is suggested that new work respect the significance of the heritage in relation to siting, bulk, form, scale, character, texture and material, with imitation being avoided.

Upper Floors

33. For heritage buildings, upper floor additions should respect the prominence, architectural expression and materials of the heritage asset.

Draft Clause 37.08, Schedule 1

34. Suggested edits have been provided in red text:

35. Built form:

    35.1 To ensure new development responds sympathetically and innovatively to heritage places within the Activity Centre including scale, height, bulk, form, massing and architectural expression; and

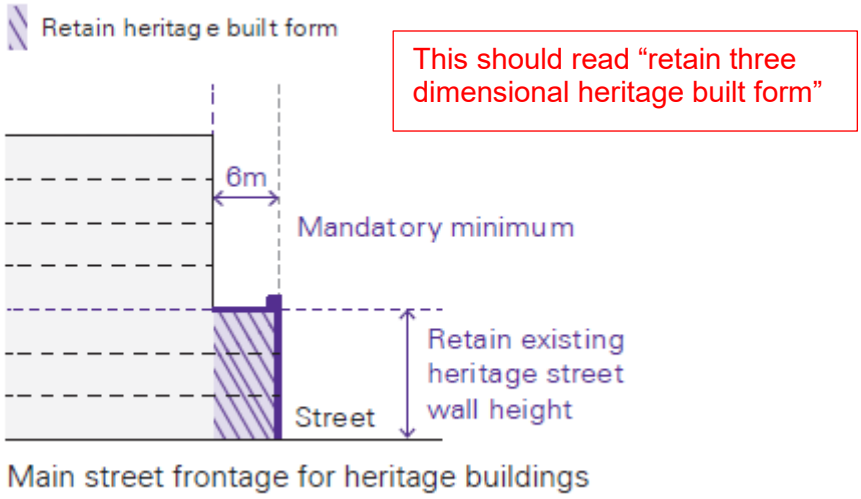
    35.2 To encourage the retention and protection of the historic [replace with heritage] built form fabric and character along and fronting the Waterfront precinct, avoiding excessive building heights. [this dot point should precede the dot point above].

36. Design and development:

    36.1 Heritage place means any place including buildings subject to a heritage overlay graded contributory, significant or individually significant. [This definition is not consistent with Clause 21.06-7. It is suggested that it read: "Heritage place means a site or area subject to a heritage overlay." Individual and heritage area overlays include places recognised as being of state, regional, local and contributory heritage significance."

37. Street wall upper setback requirements.

38. For development within a Heritage Overlay, buildings and works must meet the mandatory minimum setback above the maximum street wall heights in Table 1. A permit must not be granted to construct a building or construct or carry out works which are not in accordance with this requirement. The drawing given in Section 9 of the Framework Plan (copied below) should be incorporated here and the statement about the retention of three dimensional form at the front:



39. Precinct provisions

    39.1 Comments given on the Framework Plan for precincts should be considered in this section.

40. Heritage Buildings in a Heritage Overlay guidelines:

    40.1 Whether the upper levels of development have been designed to be visually distinct from the existing heritage facade and fabric in materiality. Consideration should be given to comments in relation to this in the Framework Plan; and

    40.2 Whether the upper levels of development are recessive in mass and scale. As above.

General aspects

A. Arts and Culture Strategy

41. The Council notes that since drafting of the Framework Plan, there has been significant progress with the Arts and Culture Strategy. Envisioned to be a key guiding strategy document that has a city-wide influence, it is imperative that the Arts and Culture Strategy is referenced appropriately. The Strategy outlines key areas of focus including the central role of Wadawurrung cultural expression, live music and public art and initiatives within Central Geelong working with key partners.

B. Environmental Sustainability Strategy

42. It is important to note that Geelong is currently already demonstrating leadership in relation to sustainable built environment. Some of the initiatives include requirements for large buildings above 1500m^2 to be 5 Greenstar star (Australian Excellence) rated and to be powered by a renewable energy contract commencing July 2021. Considering the importance and influence the Framework Plan and Amendment C431ggee will have on the future of the city, it is pivotal that these are adequately captured and leveraged for higher ESD standards in every possible instance.

43. Commentary on *Built form: Ecologically Sustainable Development* is not considered as best practice especially in the context of Geelong's designation as a UNESCO World City of Design.

44. The Council notes that the current best practice in relation to built form ESD necessitates developments to be carbon neutral for operational energy use. This includes avoidance of any fossil fuel infrastructure such as HVAC run by natural gas, maximising energy efficiency, electrification of infrastructure, solar, battery storage and purchase of renewable energy via energy contracts. The establishment of Central Geelong microgrids and access to other buildings that contain renewable energy generation and battery storage should be captured within the document and encouraged overall.

45. Furthermore, the Council is currently reviewing planning scheme provisions for ESD to assess what needs to be updated to achieve zero carbon developments.

46. The Council welcomes the proposal for Wadawurrung urban design guidelines and proposals for streetscape masterplans and improved public realm design policy. However, the Council notes the importance of aligning broader ecological and environmental strategies and actions with the design of the public realm, including the importance of indigenous flora, in delivering a sustainable and resilient city.

C. Social and Affordable Housing Outcomes

47. Recognising that the draft Framework Plan provides reasonable commentary on affordable housing pertaining to potential locations (in terms of neighbourhoods), objectives, strategies and responsibilities in terms of delivery in a general sense, the City notes that these matters have not been adequately translated into Amendment C431. The Council notes that there are no specific outcomes intended for social and affordable housing, which is problematic. Additionally, social housing has not been dealt with.

As mentioned in the draft Framework Plan (pg 70), the Victorian Government is already considering uniform requirements pertaining to affordable housing, in this aspect both the draft Framework Plan and the Amendment must provide a stronger set of standards which are implementable and further support State Government initiatives.

48. In general, although there exists a level of commentary on affordable housing, there is a lack of definitive direction and clarity on social and affordable housing requirements outcomes especially where value uplift is to occur through rezoning and where design standards are exceeded. The Council would like to see social and affordable housing requirements to be included in Amendment C431.

49. The social housing requirements should consider planning requirements such as those included in Fisherman's Bend and a value sharing component for development that exceeds design requirements. The Council will undertake further work to quantify these requirements in a Geelong context for presentation at the hearing.

50. This is also seen as an opportunity to provide strategies and objectives in relation to co-location of social and affordable housing with transport and jobs.

51. A more well-rounded set of directives on application of social and affordable housing is essential, particularly within the Amendment is essential.

D. Social Infrastructure

52. Opportunities identified within the draft Framework Plan owing to substantial increase in population includes shift in employment needs and housing diversity. With an increase in 'living' within Central Geelong, it is imperative that it is accompanied by substantial commentary on access to schools and childcare.

53. Currently, albeit identification neighbourhoods that can absorb these dwelling typologies and populations, there is an absence of commentary on social infrastructure to ensure that people choose to live and stay in Central Geelong, this includes access to primary and secondary schools, public open spaces and childcare.

E. Advertising Signage Policy

54. Advertising Signage has been identified as one of the particular provisions of the Activity Centre Zone (ACZ) in the Framework Plan as per Figure 98 *Implementation of the Urban Design Framework within the Activity Centre*. Figure 98 clearly illustrates different aspects of the Framework Plan being enforced in the context of the Planning Schemes. However, the Council notes that there has been no commentary or actions pertaining to signage, and it is not translated into the Planning Schemes.

55. Advertising signs can have substantial impacts on the quality of the public realm, streetscape presentation and built form appearance. Therefore, it is important that relevant strategies and directions are provided in the Framework Plan. The Council is currently reviewing its municipal-wide advertising sign guidelines, but the appropriate place for policy specific to Central Geelong is in the ACZ1 (or Heritage and Design and Development Overlays) and Framework Plan. An overarching strategy/strategic direction for Central Geelong is therefore required, including a review of appropriate signage categories for the different precincts.

56. The Council has raised the need for this strategy previously with DELWP and it was understood that it would be flagged as further strategic work within the Urban Design Framework component of the Framework Plan. This would then assist the Council with producing appropriate guidelines. This has not been reflected in the latest version of the draft Framework Plan.

Built Form Considerations

A. Strategic Development Sites

57. The introduction and identification of strategic development sites across Central Geelong is highly valuable for the Council in terms of opportunities for built form diversity, massing outcomes and new public spaces. Further, the Floor Area Ratio considerations directing the outcomes provides a greater range of flexibility in terms of site planning and management.

58. Albeit a welcome component within both Clause 4.4 of the Activity Centre Zone and Framework Plan, we query the selection criteria for the nominated sites. Currently adequate justification has not been provided and the associated particulars are unclear.

59. Furthermore, guidance for future strategic development sites in the event of site consolidation has not been provided. The guidance should ideally include directions for circumstances where redevelopment sites of above 4000m^2 occurs outside of the identified sites within Amendment C431. Considering redevelopment on strategic sites trigger a master planning process, would additional sites then be treated in a similar manner? The Council also seeks further guidance on delivery of associated public realm and community benefits. Consideration should also be given to whether further directions are required to ensure subdivision does not undermine the objectives for these sites.

B. Detailing Provision of Floor Area Uplift (FAU)

60. The Council welcomes the proposed use of 'Preferred Maximum' height limits, which provide stronger direction and still allow for some variation. However, the lack of clarity on this discretionary aspect is of significant concern. Although the Council recognises that height will be considered in relation to other controls, particularly the new mandatory controls for overshadowing, without clarity on the extent of floor area uplift possible and the criteria required to be eligible for it, significant uncertainty will persist. The Council is concerned that the absence of this clarity will create unrealistic expectations for the development industry and hinder the Responsible Authority in providing the best possible design advice during the planning application process. On this basis, the Council recommends consideration is given to:

    60.1 Capping FAU at 10-20%;

        60.1.1 To be eligibility for FAU, proponents must achieve/provide:

            60.1.1.1 Architecture and urban design excellence (determined by Design Review) as a mandatory requirement for consideration for FAU;

            60.1.1.2 Exceeding the minimum Greenstar rating for ESD; and

            60.1.1.3 Community benefit (e.g. social and affordable housing, public realm enhancements, and additional open space) at least equal to the value of the FAU.

C. Building Heights

61. The overall built form heights achieved are suitable to the context and lends itself to a compelling future form. In Figure 1 (overleaf), we note the change between existing and proposed built form heights.

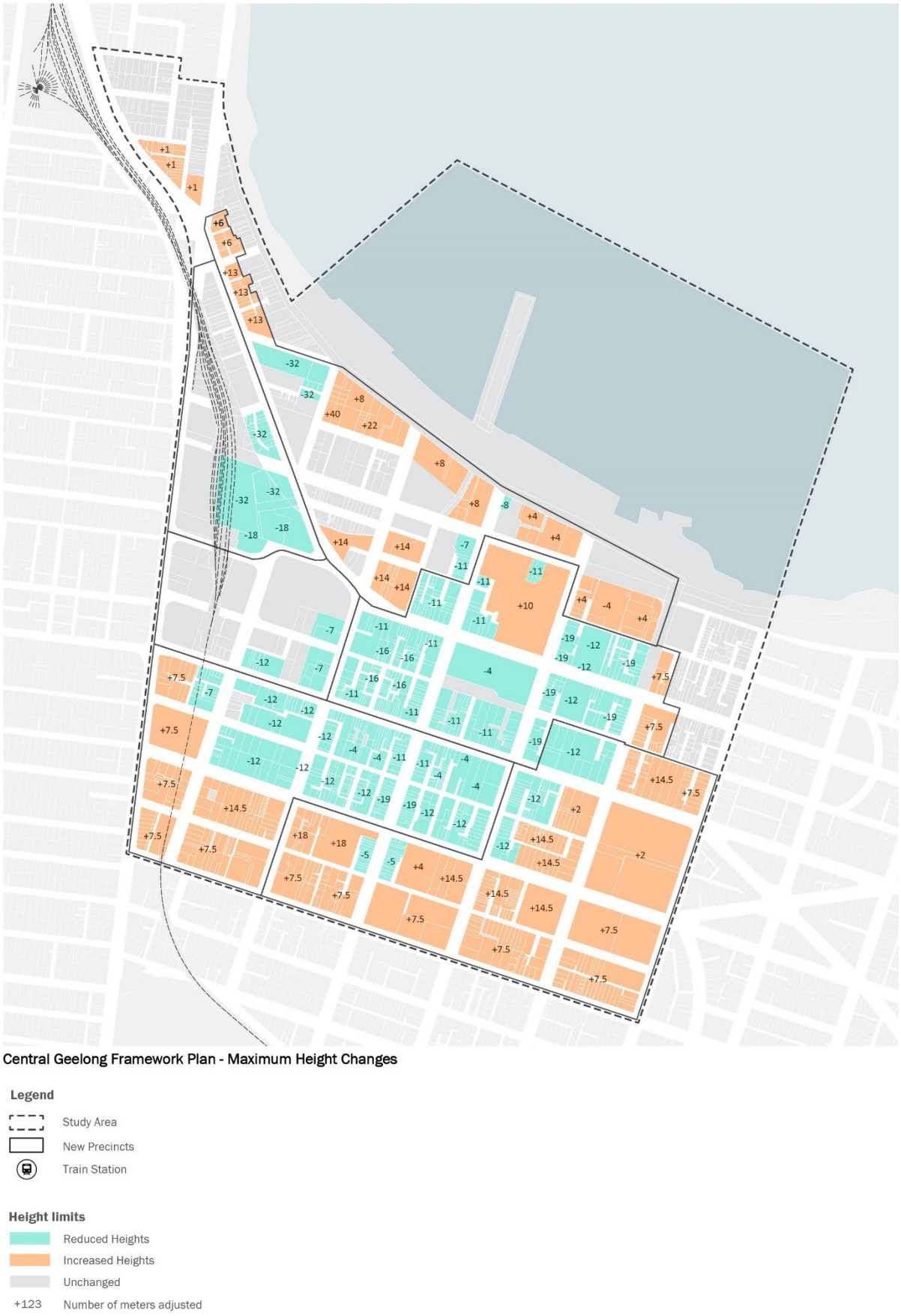


Figure 1 Change in heights within ACZ1

62. The proposed building heights in the West Village precinct require further clarification. In Figure 34 of the Framework Plan and Amendment C431, the hard edges of Latrobe Terrace and McKillop Street have a proposed building height of 6 storeys, whilst along Ryrie Street and Myer Street towards the east, has a proposed building height of 8 storeys. The rationale behind these decisions need to be further clarified bearing in mind residential development exists across the street.

63. The Council questions the need for legend items to read 'medium building', 'medium tall building' and 'tall building in the Preferred Maximum Building Height Requirement maps provided in Clause 43.02 – schedule 46. The legend needs to be simple and must not detract from key outcomes with the inclusion of comparative terms such as "medium", "tall, etc.

D. Street Wall Heights

64. The Council seeks further clarification on the need for 'street wall variation'. In general, a variation in the order of 1m is not supported owing to the creation of blank walls that can be viewed from the public realm. This can be seen in the diagram provided on p158 of the Framework Plan. The variation suggested itself is negligible which exacerbates the inconsistency. Ideally, street walls should match its adjoining property and the variation could be within the site itself (45m is acceptable), in order to be able to manage the side elevation outcomes. Further clarification of the rationale for the envisaged variation is necessary outlining benefits of this approach and commentary on how the urban grain is reinforced through encouraging this design outcome.

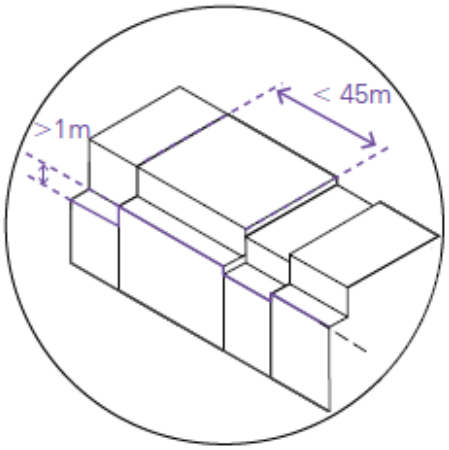


Figure 2 Supporting illustration provided on pg158

65. Furthermore, it is understood that this has been directly translated into the Planning Scheme Amendment C431ggee. The Council queries the need for its inclusion as a policy when it could be dealt though pre-application processes on a site by site basis.

E. Blank Walls

66. Council notes the following revised ACZ1 references:

    66.1 Page 17 - Policy - Provide architectural expression to all elevations to avoid blank walls, including those built to a site boundary; and

    66.2 Page 48 - Decision guideline - Whether upper floors above the street wall provides a variation in architectural expression by avoiding blank walls and integrate active rooftop uses.

67. Following (67), in practice, architectural treatments to side elevations are often rejected by applicants if the adjoining lot is expected to develop in the future. As such, consideration should be given to encouraging an interim treatment, such as a mural or greening, to avoid blank walls.

Transport Considerations

A. Freight Route through McKillop Street

68. The improvements suggested within Objective 23 of the Framework Plan in order to achieve a clear street hierarchy lack adequate justification, particularly with respect to the reorganisation of the broader networks. The commentary provided lacks clarity of critical aspects that were considered to arrive at the proposed network (Figure 76, p97). *The Central Geelong Framework Plan: Transport Strategy, 2021*, albeit describes existing conditions, does not provide adequate analysis to justify many of the changes proposed.

69. *Figure 74 Existing Road Zones and proposed traffic hierarchy* identifies McKillop Street as a freight route as opposed to the existing route through Ryrie Street. This proposal is not supported by Council. Therefore, Council seeks clarification on:

    69.1 the role of McKillop Street versus the Bellarine Link, as the latter has been established as a preferred longer term alternative to Ryrie Street;

    69.2 prioritising upgrades to Fyans Street and Breakwater Road C124 to accommodate an increased number of heavy vehicles; and

    69.3 the removal of the level crossing on McKillop Street to support additional freight movement on this route.

B. Bus Movements & Interchange

70. Recommend further review of the proposed transport network hierarchy to include public transport routes. Actions which advance pedestrian amenity are supported but note that further clarity is required on a number of actions including designation of pedestrian links.

71. There is ambiguity in the proposed public transport changes and generally is not well described. Although clearly identified within the *Key Issues* (p54), it is not adequately addressed in Objective 25. There is no clarity on existing or alternative routes proposed and references to a 'Public Transport Map' in many actions including Action 25.1.8 has not been provided. There are many directions which indicate the relocation of buses from Moorabool Street and relocation of bus interchange, however there is no commentary on alternatives.

72. Following the previous point, clarity is required on the future of bus movements to and within Central Geelong, to be reflected in an updated TNOP that more comprehensively and strategically addresses connections with Greater Geelong, including enhanced frequency of services from the Bellarine.

73. As buses are the primary form of public transport servicing Central Geelong, clarity is sought on proposals to enhance universal access across the network.

74. Clarification is sought on the role of buses in providing connections with ferry services to Geelong, including the new Spirit of Tasmania terminal.

C. Rail Connections, Geelong Station & Avalon Airport

75. The Council acknowledges the discussion pertaining to improvements for public transport connections to regional cities located in broader Victoria such as Ballarat and Warrnambool in order to ensure that Central Geelong remains a hub for Victoria's south west. However, clarity is sought on proposals for the broader rail network, including connections to the east, west and south of Greater Geelong.

76. The Council notes the lack of detail on the future of the Geelong Railway Station, despite constituting a significant area with a designated Precinct ('Station Precinct') within the ACZ1. Clarity is sought on proposals to develop the station and how it will integrate with other modes of transport, particularly bus movements.

77. The Council seeks clarification on the removal of level rail crossings across Greater Geelong to facilitate increased rail service frequencies, improved vehicle movements and road safety for all road users.

78. The Council queries the lack of strategies and actions pertaining to connections to Avalon Airport. This is seen as a missed opportunity to genuinely strengthen Central Geelong's position within regional Victoria and promote the idea of a 'second city'. Furthermore, it is also seen as a missed opportunity to strengthen Avalon's role as Victoria's second airport.

E. Car Parking

79. The Council acknowledges the action to prepare a parking strategy for Central Geelong. This work is on track to be completed by the end of 2021. Therefore, clarification is sought on the preparation of a parking overlay for Central Geelong, currently omitted from the framework plan.

80. The Council acknowledges proposals for future off-street parking facilities. Clarification is sought on the rationale for the sites proposed, particularly Rippleside Park which is not currently utilised as a key parking location. Furthermore, clarification is sought on how these facilities will be funded and operated.

F. Growth Area Planning

81. The Central Geelong Framework Plan: Transport Strategy, 2021 does not provide justification for the proposed growth area transport connections and is not the appropriate strategic process for this work. The Council is preparing the Growth Areas Transport Infrastructure Strategy and Geelong Integrated Transport Plan.

G. Little Malop Street

82. Running east-west through Central Geelong, Little Malop Street encounters considerable variations in its functionality and street profile. Within the Cultural Precinct, the section between Fenwick Street and Gheringhap Street, there are approved plans for Little Malop Street to be delivered as a 'shared zone'. This will require refinements to Figures, Strategies and Actions pertaining to Little Malop Street.

83. Albeit ambitious in the approach, the Council would like to consider the permanent closure of traffic for sections between Gheringhap Street and Moorabool Street. This has been currently shown as a proposed shared zone in Figure 75. The Council notes that it is already a shared zone. Consider exploring opportunities to deliver Little Malop Street between Moorabool Street and Yarra Street as a 'shared zone' or 'pedestrian zone'.

H. Pedestrian Links and Pedestrian Priority Streets

84. The draft Framework Plan proposes several Pedestrian Priority Streets in Figure 70, Road Hierarchy. Further, a network of links both primary and secondary in functionality have been provided in Figure 75, *Pedestrian and Cycling Routes*. The Council acknowledges that Figure 70 seeks to differentiate routes based on user-based functionality, whilst Figure 75 seeks to provide an understanding of hierarchy within pedestrian linkages. However, when overlaying both maps, there seems to be a lack of coherence. Whilst Figure 75 identifies all streets to have some pedestrian oriented role in the broader network, which is appreciated, there is no clarity in terms of its dissimilarity to a Pedestrian Priority Street.

85. Furthermore, the Council seeks clarification on how a primary pedestrian link is different from a secondary pedestrian link. In general, in an urban context such as Central Geelong, all streets must be treated as primary pedestrian streets in order to encourage walking as an alternative mode of travel that is sustainable.

86. Currently, Figure 75 illustrates several ideas that are not clearly discernible. A more simplified version of the map could be highly beneficial. It could be useful to separate information on bike routes from pedestrian routes.

87. A stronger definition for 'Boulevard' must be provided considering the description currently is ambiguous.

Figure 76 – Road Hierarchy

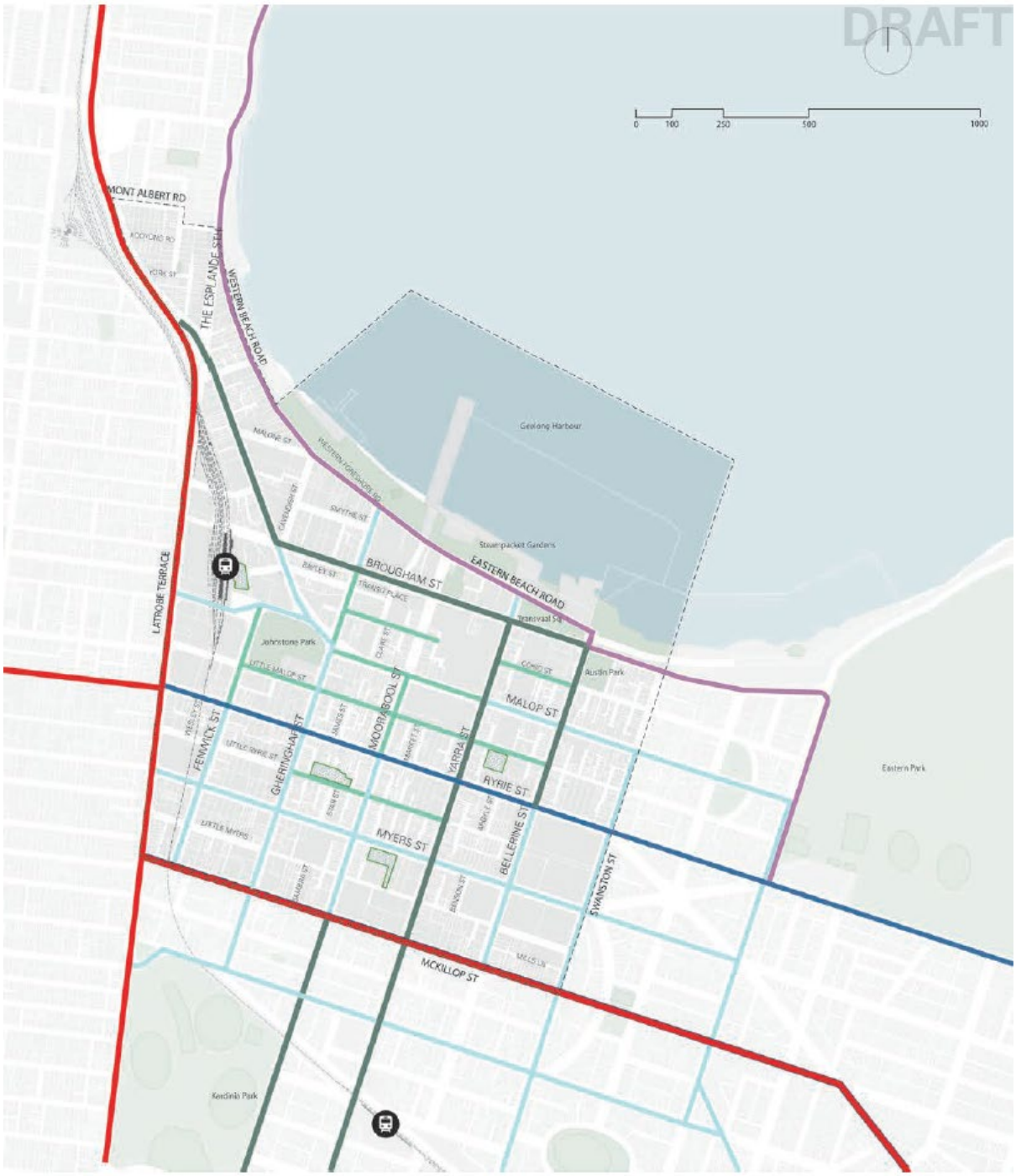


Figure 76 **Road hierarchy. Source: Movement and Place Consulting**

Legend

- Study Area
- Open space — existing
- Open space - future
- Train Station

Traffic

- Primary Arterial Road (and Freight Route)
- Secondary Arterial Road
- City Access Road
- City Connector Road
- Tourist Route
- Pedestrian Priority Streets

Figure 81 – Pedestrian and cycling routes

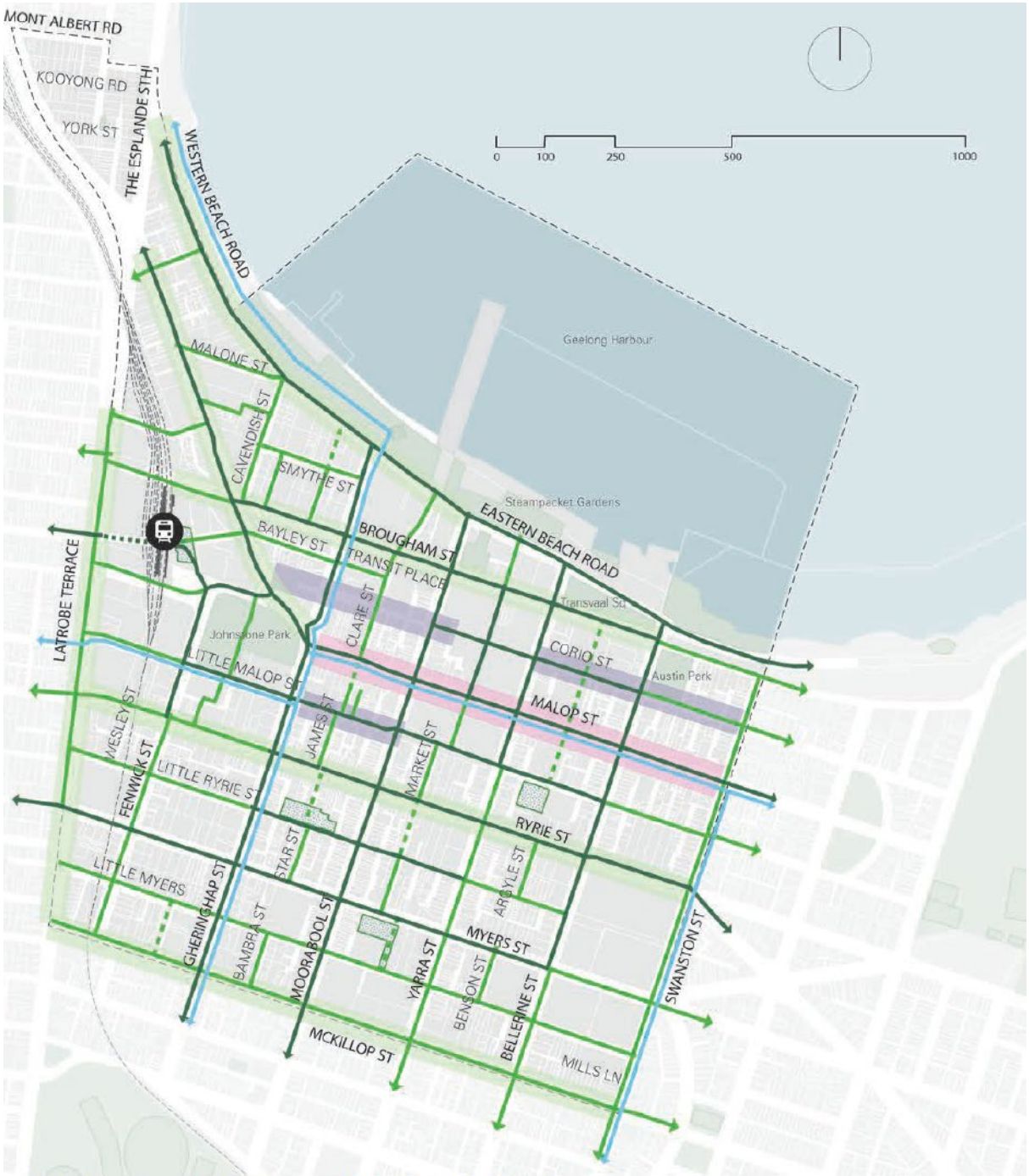


Figure 81 **Pedestrian and cycling routes. Source: Movement and Place Consulting**

Legend

- Study Area
- Open space — existing
- Open space - future
- Train Station

Pedestrian and Cycling

- Primary Pedestrian Link — Existing
- Primary Pedestrian Link — Future/preferred
- Secondary Pedestrian Link — Existing
- Secondary Pedestrian Link — Future/preferred
- Strategic Cycling Corridor

Public Realm Improvement Corridors

- Proposed Shared Zone
- Proposed 30km/h speed limit
- Investigate boulevard treatments

Open Space Considerations

A. Open Space Provision

88. The Council recognises that currently Central Geelong lacks adequate open space provisions and envisages the draft Framework Plan to assist in the management /delivery of more open space as the residential population grows. However, the lack of proposed open spaces and mechanisms to provide new open spaces within the future neighbourhoods of York, Station, West Village Precincts appears problematic.

89. Open Space Contributions are an important funding source, especially with increasing multi-storey apartment buildings in the recent past. Given there is a current undersupply of open space and as mentioned before, a significant increase in population forecasts, further increasing the contributions in Central Geelong should be explored through the draft Framework Plan. This could be through simple actions requiring further work or recommended strategies if any.

90. Moreover, instead of encouraging the provision of plazas and public accessible space, we suggest requiring or incentivising the provision of public open space on large sites.

91. The Council also seeks further guidance on the design requirement for public open space, such as a requirement that it receives adequate levels of sunlight, be located in a visually prominent location to maximise use and contributes to biodiversity.

92. The Council acknowledges that the sites identified as future open space have been largely based on a draft open space strategy currently being developed by the City however, it should be noted that this strategy has not yet been endorsed by Council. Furthermore, albeit indicative, the designation of Council-owned assets as open space, could limit the potential of these sites. Council does not support this proposal. Consideration should therefore be given to a broader range of sites, including state-owned assets. The Council recommends that rather than identify specific sites, consideration is given to specifying adequate open space requirements for each precinct, with proposals for broader and more innovative mechanisms to achieve this.

B. Recreational Spaces

93. The passive and active recreational open spaces in Geelong are key attractors for new residents and visitors. It can be confidently said that this will continue to be an important part of bringing in more people to the municipality. However, there are limited references across the document, with no specific targets.

C. Health and Wellbeing

94. The Council acknowledges the reference to the Council Plan strategic objective for health and wellbeing. However, greater clarity is sought on how the overall Framework Plan will contribute to this objective, particularly active transport, including cycling links/trails to Greater Geelong.

Implementation & Funding

A. Timing and Delivery

95. The draft Framework Plan identifies timeframes and responsibilities for various actions in 6.1 Implementation Plan. The Council notes that there are 216 Actions categorised under the five themes provided in chapter 5.0 *Directions for Central Geelong*.

96. A comprehensive review and prioritisation of tasks as well as acceptable distribution of responsibilities is necessary. The current structure within the draft Framework Plan lacks clarity and the Actions are not well defined. It is difficult to differentiate between 'Deliver' and "Partner' when often the Action itself requires a group of stakeholders to collaborate on its delivery.

97. Table 1 requires further refinement in terms of 'Deliver', 'Partner' and 'Advocate'. In many cases, the Action is to be delivered either by leading within a partnership or by the department themselves. There needs to be a clear distinction between both categories of leading, especially in terms of leading with a partnership in 'Deliver' and leading with a partnership in "Partner'. We recommend providing more simplistic terminologies – "Deliver" or "Advocate. The term Partner is very vague and obscure.

98. Owing to the lack of resolution of most infrastructure planning related matters and supporting policy, there are too many initiatives identified for the Council in the immediate and short term to be practically delivered.

99. In many instances, there exists an overlap between the types of responsibility, meaning similar actions have the lead stakeholder 'advocating' as well as 'delivering'. This section can be further strengthened by consolidating similar Actions and clearly defining the role of the lead and associated stakeholders in terms of Delivery or Advocacy.

100. It is important to ensure that the Actions within the Directions for Geelong is directly translated to Table 1 (Chapter 6.0 Implementation Plan). There are many inconsistencies in numbering and actions missing in the chapter or within the Table itself.

B. Timelines - Immediate, short and medium term

101. The draft Framework Plan lacks adequate definition of 'immediate', 'short' and 'medium' term. The ambiguity in the terminology and the disproportionate distribution of actions between these phases are concerning. It is highly unlikely that a significant proportion of any of the actions can be completed within the timeframe considering the need for further work/investigation required to understand the complexities of each undertaking such as funding, human resources, etc. A level of practicality is imperative in creating timelines.

102. The following is a quick overview of actions which the City of Greater Geelong is meant to 'Deliver' within the four undefined categories. It is evident that this would likely be unsuccessful. The Council recommends a comprehensive review of the chapter.

All Actions assigned to COGG as leading (69 in total)			
Ongoing	Immediate	Short Term	Medium term
20% (14)	7% (5)	61% (42)	12% (8)

Actions assigned to COGG as Sole lead (28 in total)			
12% (8)	1% (1)	25% (17)	3% (2)

103. It is important to also note that The City of Greater Geelong is meant to lead the delivery of over 40% of the total actions in 'Deliver' without stakeholders. This is not considered a well-balanced approach.

C. Funding

104. The Council notes the significant further work that it will be required to deliver, solely and in partnership with the State Government. Clarity is sought on how this work will be resourced and funded, including what contributions will be made by the State Government, and what role the Revitalising Central Geelong Partnership will play in resourcing and funding these projects.

Activity Centre Zone Table of Uses

105. The Council would like to further review the changes to the Activity Centre Zone Table of Uses. While a track changes version of the ACZ Schedule 1 has been provided it doesn't show any changes to the Table of Uses. However, it is evident that changes have been made as new precinct names have been included.

Specific Comments

106. The following are general comments pertaining to formatting issues and other commentary for consideration. There is inconsistent formatting throughout the document. It will be good to clearly differentiate between the strategies and actions within Chapter 5.0, highlighting the actions for each strategy.

Pg. No.	Comments
Full document	Improve colour contrast in maps provided, such as Figure 76, Figure 81, Figure 84
Full document	Include scale and north point to full page maps/figures
1	Provide a table of figures to assist in quickly locating maps within the document.
8	*Add text in bold, as follows:* The city provides centralised civic, **cultural,** health, education, transport and retail services to local and regional residents as well as operating as a gateway to south-west regional Victoria.
10	Figure 4, Legend – South Geelong and Pakington colours need to be swapped.
11	Figure 5, Rethink title for 'current development sites & masterplan areas' to specifically mention these are 'government-led' as there are multiple private development sites.
14	The long list of documents detracts from the section which is meant to be detailing key opportunities. Could this be better placed in Section 1.4 Planning policy and context.
14	Old Environmental Management Plan listed, please change to Environment Strategy 202-2030.
14	Include Arts and Cultural Strategy 2021-2031
14	Include reference to Geelong's Environment Strategy 2020-2030
18	*Add text in bold, as follows:* Include "….**people friendly** urban environment"
19	The Vision includes no reference to sustainable design. Recommend include within "A City of Design Excellence" - Support environmentally sustainable design outcomes

19	A health and wellness, injury prevention and recovery city – Epworth hospital mentioned is located in Waurn Ponds – to be removed.
19	A sports, tourism and events city **-** Consider referencing the Geelong Convention and Exhibition Centre and Waterfront Geelong as key drivers for business, leisure and sporting events, alongside the reference to Kardinia Park.
19	"These precincts will be developed with a renewed focus on design quality for buildings and places, state-of-the-art smart city technology, environmental sustainability"… this is now supported by the above Vision and inclusion of ESD
19	*Add text in bold, as follows:* A city for education, innovation, arts and design arts and culture destinations (Library, Arts Centre, **Gallery, Museums and Public Art**)
23	Can the National Wool Museum be included in orange - cultural hub/ site? Important visioning underway for its future. We are also considering Customs House as a City owned civic/ heritage asset within research to explore its best future use. This research will also consider the lawn / land to the north leading to waterfront.
25	Consider additional objective/action on collocating services and supporting "start-up incubators"
25	Include additional objective: Encourage general design excellence and address environmentally sustainable design (ESD)
25	The Convention Centre (strategic development site) is omitted from the requirement for exemplary architecture when all other strategic development sites in this precinct have this requirement.
25	Include additional objective: Encourage general design excellence and address environmentally sustainable design (ESD)
26	Fig. 13 – there is no 'future indicative open space' shown, though precinct objectives clearly state having 'generous green spaces' between buildings is essential.
27	Figure 14 and 15 Include additional open space, Town Square, being delivered within the Civic Centre site.
27	Laneway widening requirements – presume this applies to all laneways identified in the Map 9 (i.e. category 1 and 2)?
28	Masterplan requirement for strategic development sites – policy says to the satisfaction of RA – but doesn't say will be endorsed – is this required?

28	Station Precinct requires commentary on the need for open space in the form of an Urban Park and a plaza/forecourt for the Station. There are opportunities for the site to be recognised as a dual fronted site.
28	Include additional objective: Encourage general design excellence and address environmentally sustainable design (ESD)
29/30	Station precinct – objectives/policy should support improved access to station from western side.
33	Unclear if the Market Square forecourt on Little Malop Street has been marked as an existing open space. This is necessary to ensure that it is unavailable for future built form development.
34	Include additional objective: Encourage general design excellence and address environmentally sustainable design (ESD).
34	Provide commentary on accessible connections between major medical facilities.
36	Noticeably there has been an organic investment occurring into hotel accommodation within the West village Precinct, hence it is important to include an objective outlining the opportunities for accommodation that can support the cultural precinct.
37	Include additional objective: Encourage general design excellence and address environmentally sustainable design (ESD).
37	Include additional objective: Encourage general design excellence and address environmentally sustainable design (ESD).
37	Include precinct objective outlining the importance for pedestrian and bike connections to Geelong West.
40	To support, link and leverage off the Geelong Library, Geelong Gallery Geelong Arts Centre, Platform Youth Arts, Back to Back Theatre and Gordon TAFE and Johnstone Park. To add to the varied character of prominent buildings and public/ street art with publicly accessible forecourts and a landscape setback to Latrobe Terrace, with building heights transitioning from medium (28 metres) to medium low (21 metres) fronting Gheringhap Street
43	Include: To consider if waterfront assets need audit and upgrading to suit changing scale of city development as projected/predicted.
43	Within Objective 1 it would be good to reference ‘visitor attractions’ in the list following ‘by supporting complementary commercial uses, visitor attractions, facilities and infrastructure’.

43	Include additional objective: Encourage general design excellence and address environmentally sustainable design (ESD).
43	Precinct objectives – 2nd bullet point - reference to Keera Street – the street should be labelled on the precinct map 17.
44	Seems odd to have Amenity impact assessment for industry and warehouses when Warehouses are prohibited (Page 4)?
46	Include additional objective: Encourage general design excellence and address environmentally sustainable design (ESD).
50	Potentially could reference/include the Tourism Greater Geelong and the Bellarine Tourism Development Plan. This is about to be updated in 2021/22 to be the Destination Master plan for the next 10 years.
49	Conflicting population projects under various scenarios – Upside on the graph is the Optimistic on the table.
57	Under Transport and Movement, it is unclear what is required to be addressed in the statement *"Address inadequate structure, integration and management of traffic and pedestrian movement, including public transport".* Does this pertain to road hierarchy? Provide a clearer statement.
57	Built Form and Design -Include: Address the lack of environmentally sustainable design (ESD) outcomes.
57	Land Use and development- Include: Assess and improve requirements for environmentally sustainable design outcomes
58	Public Realm and open spaces Include: Avoid overshadowing of open spaces from buildings and protect reasonable solar access at all times of the year. Access to green open spaces and a connection to nature.
60	Strategy 1.2 – description of revised area of ACZ1 – should be made more clear – confusing to say extend the ACZ to the NW portion – when most of the expansion is to the south.
67	Objective 6 - 6.1 Encourage the expansion of a safe, functional and vibrant night time economy – include reference to the Arts and Cultural Strategy in the first paragraph.
68	Strategy 6.6 Support the development of Central Geelong as the arts and cultural heart of the region. In the first paragraph it would be helpful to mention cultural assets match the growing and changing needs of the community including affordability. This has come up through our extensive engagement – that city centre cultural assets and infrastructure are becoming unaffordable for community use for eg. Geelong Art Centre

70	Objective 8 – Include – Facilitate use and re-use of existing infrastructure for arts and cultural development. The Arts and Cultural Dept. intends on undertaking further research and review of central Geelong's cultural assets, to assist in identifying needs and gaps and align with UNESCO City of Design framework
87	Consolidate action into single action 22.1.3 and delete station recommendations from 22.3.1. Expand to 22.1.3 to include proposed integrated transport plan for Geelong. The proposal is not supported by evidence or strategic justification.
91	Figure 76, Tourist Route to be changed to Scenic Route
91	Unclear what the difference is between the City Access Road and the City Connector Road.
98	There are no pedestrian priority streets outside of what looks like the retail precinct when pedestrian priority should be relevant in the health precinct as well. Figure 81 and 84 do not seem to convey the same information regarding pedestrian priority.
97	Consider providing strategies that encourage a safe and accessible priority link from South Geelong Train Station to University Hospital.
97	Consider providing strategies that encourage less formalised/signalised crossings are key pedestrian links to support pedestrian movement.
98	Potential to connect Argyle Street with secondary pedestrian links to the north.
98	Do not support the notion that Mercer Street is an existing primary pedestrian link. It also does not support bikes.
98	Recommend showing both Principle Bike Network and Strategic Cycling Corridors. This may be more useful as a separate map.
98	Delete green arrow coming out of Brougham Street across Latrobe Terrace, there exists no crossing at that point. Additionally, the bridge blocks access.
100	Revise ‘Boulevard treatment’ description. Currently it seems to specify improvements from which all streets would benefit.
100	Provide further guidance on how built form contributes to boulevard treatment.
102	Query the purpose of Figure 83. It is more of a diagram than a map.
104	Figure 84, walking catchments have all been drawn ‘as the crow flies’ instead of using the actual street network which would identify gaps using realistic and useful info.

107	Action 27.1 Action - consider inclusion along the lines of: Plan for temporary and permanent public art aligned with the Council's Public Art Guidelines Action 27.1.9 – To include: Ensure developers comply with Council's Public Art Guidelines Objective 29 – Include: Develop partnerships for the provision of cultural infrastructure that meets the needs of the community, aligned with the Council's Arts and Cultural Strategy.
110	Action 27.6.3 – do not support providing verandahs along primary pedestrian links from an urban design perspective.
110	Action 27.8.1 - Ryrie should be included in list of master plans and is key pedestrian link.
111	Strategy 27.7, Include Action: Prioritise walking over cars along key primary pedestrian links including a review of traffic lights signals to ensure pedestrians are waiting minimal times at lights.
112	Include Action under Objective 29, to identify additional open space site to ensure Central Geelong residents and workers are within 200m of a Town square or Urban Park.
113	Strategy 29.2 must include associated actions
116 onwards	Action to include: Work with delivery partners to implement the Council's Arts and Cultural Strategy.
116 onwards	Add an action: Development of an Urban Ecology Plan to support the Vision to be 'Connected to place, A lifestyle City' and 'greening Geelong'. Short term, CoGG
121	Action 7.2.1 – include TGGB (Tourism Greater Geelong and The Bellarine) as a stakeholder. This is a requirement as per Regional Tourism Board for the State.
121	Action 7.3.1 to indicate TGGB as an entity against this action as we understand accommodation demand and supply analyses as part of our Destination Plan processes.
123	Action 10.1.6 – highlight CoGG as leading
123	Action 10.1.7 Consider highlighting lead as done for other actions
126	Action 21.3.3: This item should also imply the opportunity for business events as well as leisure events. E.g. Leisure events focus on peak leisure periods (long weekends, weekends, peak holiday season) whereas Business Events focus on mid-week visitation
130	Action 24.1.1 Provide further clarity on improvements

130	Action 24.1.3 Recommend encouraging new pedestrian connections alongside improving associated /connecting streets to support creation of a safe and connected network of streets. Recommend providing further detail to ensure the links are designed to support perceptions of safety e.g. encourage passive surveillance along routes.
130	24.4.2 Action is not connected to a strategy or noted within document. Recommend providing awnings, not verandas.
132	Action 24.7.1 on page 96 is inconsistent with same action number on page 129. Please recheck all actions and ensure the commentary is consistent.
136	Action 27.4.5 Encourage passive surveillance rather than avoid it.
137	Action 27.5.1 Consider removing signage as an example of a prominent design feature. Recommend supporting a signage strategy before advocating for prominent signage at entries.
137	Action 27.4.8 should we encourage front fencing at all in an urban context.
154	Recommend reordering to first include UNESCO City of Design, then Geelong as a place to live work and visit, then streets and places.
154	Recommended landscape setbacks should be mentioned here in terms of improving hard edges (Latrobe, McKillop, rail)
169	Within specific guidelines, it would be good to encourage the installation of operable windows in offices.
172	Include Ryrie St section from Gheringhap east in 'Retail Core' typology
173	Grill
175	Extra bullet point
175	Reference the Council's Environment Strategy 2020-2030 on this page.
175	**Change to: "**These ~~green~~ **sustainable** buildings will improve thermal comfort, ~~reduce the use of mains~~ **aim to be zero carbon operational energy use**, ~~and~~ **reduce potable water demand**, and maximise sunlight, cross ventilation and urban greening." "Built to last within a coastal marine environment Buildings should be constructed to be resilient to **increasing urban heat and** the harsher conditions of Geelong's coastal marine" Add: **Buildings should comply with Clause 22.71 of the Greater Geelong Planning Scheme and the Local ESD Planning Policy.** Support the inclusion of the Green Factor score

	"Buildings should ensure the development's orientation, design and layout reduces fossil fuel energy use and ~~makes~~ **maximises the** use of daylight and solar energy **generation**."
185	Figure 110, Show only where crossovers are not permitted. The information is too detailed and almost seems contradictory.
190	Where it mentions to avoid 'broad tenancies', what is the definition of a 'broad' tenancy?

4. VITAL COMMUNITIES – STRATEGIES FOR ALLEVIATING LOCATIONAL DISADVANTAGE IN GEELONG

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

Purpose

1. That Council note the social research project provided by Deakin University – Strategies for Alleviating Locational Disadvantage in Geelong.

Background

2. The Vital Communities program commenced in late 2019 and aims to improve the City's coordination, planning and leadership of integrated social and economic development and achieve improvements to social equity for the communities of Corio, Norlane and Whittington. The Vital Communities program has nominated five domains: education, employment, housing, liveability, health and wellbeing.

3. In September 2020, Councillors allocated funds for a special research project that would provide recommendations for strategic approaches and policy needs to achieve social equity and assist with the recovery from the impacts of COVID-19.

4. Deakin University's HOME Research Hub were engaged to provide a report with recommendations. A governance group comprising of three Directorates was formed with key internal stakeholders along with Deakin University.

Key Matters

5. The HOME Research Hub adopted a three-stage research process to inform this project including: Wide, exploratory and environmental scoping, focussed statistical analysis examining COVID-19's impact on Australia, the Geelong region and the three localities of Corio, Norlane and Whittington outlined in the executive summary (**Attachment 3**).

6. An overview of the recommendations (**Attachment 2**) includes:

    6.1 Adopting core principles for working with communities such as respectful listening, utilisation of co-design methods and supporting a long-term view; and

    6.2 Addressing 14 key priority areas under the five domains. The report also identifies that the City has already embarked on some of these initiatives and further reaffirm the City's direction.

7. The report (**Attachment 3**):

    7.1 Provides examples of international and Australia-wide initiatives that align with the domains and examples in which the City may wish to explore further;

    7.2 Highlights that several recommended initiatives are underway, such as the City's commitment to our Social Housing Plan, Digital Inclusion and community activities; and

    7.3 Provides a significant review of federal, state and local policies which provides guidance to inform an advocacy approach to other levels of government, along with addressing our own policies to help assist and enable the communities in Corio, Norlane and Whittington.

Cr Aitken moved, Cr Mansfield seconded -

8. That Council:

8.1 note the report titled Strategies for Alleviating Locational Disadvantage in Geelong and recommendations;

8.2 note that an internal staff workshop was held in June 2021; and

8.3 note that stakeholder and community engagement sessions will be held from July 2021 to help refine the recommendations and further progress an action plan for the next financial year.

Cr Moloney left the meeting room at 7.55pm
Cr Moloney re-entered the meeting room at 7.57pm

Carried.

Attachment 1

Financial Implications

1. The receipt of this report formed part of the COVID-19 community recovery package. The recommendations have not been costed yet and some of the current activities will form operational budgets for implementation.

Community Engagement

2. Limited engagement was undertaken when developing this report due to COVID-19 impacts, however, key informant interviews and focus group sessions with key service providers in Corio, Norlane and Whittington were undertaken.
3. When further refining the recommendations, further engagement is required with key stakeholders and community to test the recommendations and seek input. Given the nature of this report, it is not intended to post it on our website through the Have your Say process, however, to embark on a more targeted engagement process.

Social Equity Considerations

4. Implicit in this report is addressing social equity due to the locational disadvantage in these three nominated areas. The report addresses the social determinants of health: housing, employment, liveability and health and wellbeing. The report incorporated up to date research and statistical analysis to help inform the recommendations provided.

Policy/Legal/Statutory Implications

5. The report intersects with a range of Council policies and state and government federal policy when aligned with the domains. The report provides an opportunity to strengthen our advocacy approach to the state and federal governments, particularly around the economic incentives and packages that strengthen employment opportunities.

Alignment to Council Plan

6. This report and recommendations align with Council Plan 2018-2022:
    6.1 Improved health and safety of our community; and
    6.2 A more inclusive and diverse community, thriving and sustainable economy.
7. Under the Municipal Public Health and Wellbeing Plan:
    7.1 Goal 1 – supporting social connection to improve mental health; and
    7.2 Goal 3 – Improving access to healthy local environments, services and food.

Conflict of Interest

8. No Council officers or contractors who have provided advice in relation to this report have declared a conflict of interest general or material, regarding the matter under consideration.

Risk Assessment

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

Environmental Implications

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

	PRIORITY AREA IDENTIFIED	MAIN PRACTICE DOMAIN
RECOMMENDATION: ADDRESS 14 PRIORITY AREAS (page xii of report)		
1	Digital Exclusion	Education
2	Disengagement from School and Adult Education	
3	Unemployment	Employment
4	Indigenous Health and Wellbeing	Health and Wellbeing
5	Food Security	
6	Access to Health Services	
7	Mental Health and Wellbeing	
8	Domestic Violence	
9	Housing Stress, Housing Precarity, and Homelessness	Housing
10	Housing Upgrade	
11	Mobility and Accessibility	Liveability
12	Neighbourhood Revitalisation and Public Space Improvements	
13	Social Isolation	
14	Place-Based Stigma	

Table R1: Recommended Priority Areas, by Practice Domain

RECOMMENDATION: ADOPT CORE PRINCIPLES FOR WORKING WITH COMMUNITIES

What: There is a need to respect, trust, and listen to residents in Corio, Norlane and Whittington, as community members possess the required knowledge and insights to address many of the problems and challenges in their local areas.
How? Six supporting activities are recommended for action.

RECOMMENDATION: EMPLOYMENT

Explore options to extend and work with GROW, RISE, Diversitat's Reconnect program, Learn Locals, Encompass, and Northern Futures, extending the latter model to Whittington. Connect local employment actions to the Victorian State Government's social procurement policy and explore other funding opportunities (e.g. Jobs Victoria Fund).

RECOMMENDATION: EDUCATION

Extend outreach and partnering activities by local primary and secondary schools, especially to disengaged youth, Aboriginal and Torres Strait Islander communities, CALD students, and young people with disability.

RECOMMENDATION: HEALTH AND WELLBEING

Deepen the connection of Barwon Health North to the northern suburbs and examine feasibility of a comparable facility in/around Whittington. Ensure domestic violence and mental health programs are active in all three localities, and monitor effectiveness.

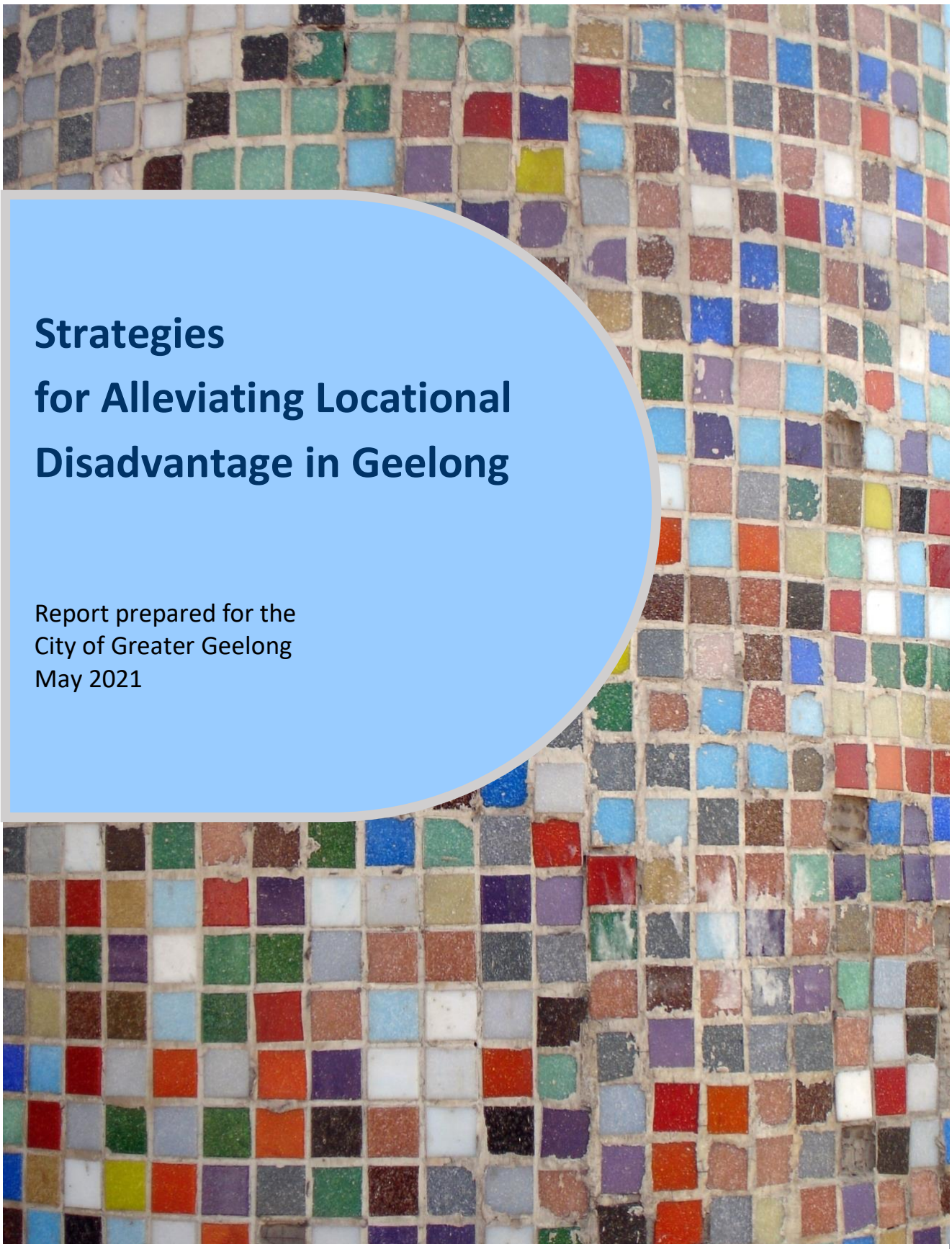
RECOMMENDATION: HOUSING

Extend CoGG's Social Housing Policy – for new builds and renovation – to Corio, Norlane, and Whittington.

RECOMMENDATION: LIVEABILITY

Revisit and refresh the Corio-Norlane Structure Plan (especially around revitalising local retail strips, railway station renewal, street safety, and neighbourhood greening). Replicate a similar consultation and planning exercise for Whittington. Review existing social infrastructure in these suburbs and identify and address important gaps. Explore potential collaborations between existing community centres to build capacity.

*Please refer to pages xi to xiii of the report for the full set of recommendations.



Strategies for Alleviating Locational Disadvantage in Geelong

Report prepared for the
City of Greater Geelong
May 2021

DEAKIN UNIVERSITY
HOME Research hub
A Vital Communities Research Partnership

ACKNOWLEDGEMENTS

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The research team would like to thank the representatives from local community organisations who generously agreed to participate in our interviews and focus group.

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We wish to acknowledge the Wadawurrung, Wurundjeri, Woiwurrung, and Boonwurrung peoples of the Kulin nations, the traditional owners of the unceded lands on which this study was conducted. We pay our respects to their Country and to their Elders: past, present, future, and emerging.

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Executive Summary

Project Aims

Across Greater Geelong, there is significant disparity between more advantaged and less advantaged suburbs. The 2016 *Socio-Economic Index for Areas (SEIFA) Index* (Australian Bureau of Statistics, 2016) defines three Geelong suburbs as being amongst the "most disadvantaged" in Victoria. Norlane is ranked as the state's third most disadvantaged suburb, Whittington is eighteenth, and Corio is twenty-sixth. Despite the many strengths of these diverse communities, this locational disadvantage is a long-term and severe problem affecting the lives of many residents in the City of Greater Geelong (CoGG).

The Vital Communities project was established in October 2019 to improve CoGG's coordination, planning, and leadership of integrated social and economic development, and to increase social equity and prosperity for communities in Corio, Norlane, and Whittington. The project aims to enhance residents' quality of life and neighbourhood liveability by improving community outcomes across five "Practice Domains": Education, Employment, Housing, Liveability, and Health and Wellbeing.

In this report, the HOME Research Hub at Deakin University (Deakin) provides Recommendations for strategic approaches and interventions to improve social equity in Corio, Norlane, and Whittington. These Recommendations were designed to help shape the long-term strategy of CoGG's Vital Communities Project, and to inform ongoing strategy for recovery from the impacts of COVID-19.

Study Methodology

The HOME Research Hub adopted a three-stage research process to inform this project:

- Wide, exploratory research and environmental scoping (Environmental Scan, January 2021)
- Focused statistical analysis examining COVID-19's impact on Australia, the Geelong region, and the three localities of Corio, Norlane, Whittington (Data Scan, February 2021).
- Targeted interviews and focus group with key service provider experts in the Corio, Norlane, and Whittington communities (Community Consultations, March 2021).

The study addresses eight research questions (See Table E1, below), with a ninth posed for consideration in a possible follow-up Systems Thinking (STICKE) workshop. Research questions and study design were developed in consultation with the Vital Communities Project Governance Group.

Report Structure

This report is structured as follows:

- **Executive Summary**
- **Recommendations**
- **Part A**: Environmental Scan (exploratory research)
- **Part B:** COVID-19 Impact Study (data scan + consultations)
- **Part C**: Discussion and Conclusion
- **References and Appendix**

Research Question	Data Collection Method			
	Environmental Scan	COVID-19 Impact Study		STICKE Workshop (proposed)
		Data Scan	Interviews + Focus Group	
1. What are the social and economic factors that drive outcomes, particularly for communities affected by disadvantage?	*	*	*	*
2. What interventions have been used to address these factors to improve community outcomes (Australia + global)?	*			
3. What federal and state policies, programs, and funding opportunities target social and economic development to improve community outcomes?	*			
4. What policy gaps could be addressed to improve community outcomes?	*	*	*	*
5. What are the key issues to be addressed in a COVID-19 impact assessment?		*		
6. How have "disadvantaged" communities in Geelong dealt with the pandemic?		*	*	
7. What factors facilitated local economic resilience and affirmed social cohesion?		*	*	
8. What interventions worked best, and what other approaches could have enhanced residents' experiences?		*	*	
9. What system-wide actions might be taken to overcome obstacles to addressing social disadvantage in Geelong?				*

Table E1: Research Questions and Data Collection Methods

Key Findings

Below we summarise our key findings, under the eight research questions that guided the project.

1. What are the key social and economic factors that drive outcomes, particularly for communities affected by disadvantage?

To address this question in depth the research team undertook a detailed review of key academic research. Analysing some 200 peer-reviewed studies, we identified 52 social and economic factors that drive outcomes for communities affected by disadvantage (Section 3.3.3). These factors are summarised in Table 3.4, grouped under four contexts (Economic, Health, Social, and Urban Environment), and subcategorised into 13 determinates (Economy, Governmental Policy, Access to Healthcare and Social Services, Personal Health Status, Personal Behaviours, Crime and Safety, Employment and Work, Housing, Social Networks, Support and Exclusion, Socio-demographics, Socioeconomic Position, Neighbourhood Accessibility, and Physical Environment).

Health: Table 3.5 lists the social and economic factors identified in the research literature as driving health outcomes for communities affected by disadvantage. Housing and income stand out as key factors impacting health and wellbeing outcomes.

Education: Table 3.6 lists the social and economic factors identified in the research literature as driving education outcomes for communities affected by disadvantage.

Housing: Table 3.7 lists the factors identified in the research literature as impacting and being impacted by housing for low-income communities. Income, education level, and access to affordable housing, services, and facilities stand out as key factors that impact housing outcomes.

Liveability: Table 3.8 lists the factors identified in the research literature as impacting liveability for low-income communities. Crime and safety, access to affordable housing, residential mobility, and access to transport stand out as key factors impacting liveability outcomes (for definition of "liveability", see p.2).

Employment: Table 3.9 lists the factors identified in the research literature as impacting employment for low-income communities.

2. What interventions have been used to address these social and economic factors and improve community outcomes, both within Australia and globally?

Here we took a two-pronged approach: synthesising the key academic literature, and compiling a selection of Case Studies. Reviewing prior research, Section 3.3.4 outlines a range of intervention types that have been used globally to address the social and economic factors that drive outcomes for communities affected by disadvantage.[1] Most studies are from the US and Australia.

By far the greatest number of studies were in the Practice Domain of Health and Wellbeing (Table 3.12), with another significant proportion including Health and Wellbeing in combination with other domains. Multidisciplinary and multi-sector approaches were common.

Participatory approaches, involving meaningful community engagement, were seen as essential to successful interventions. This engagement must happen at all stages of a project – before, during, and after – and must lead to outcomes that are then evaluated with communities. Researchers are clearly cognisant of a common critique: that "participatory approaches have sometimes been adopted only in name, to undertake extractive, hierarchical and damaging 'quick and dirty' research, or to present an illusion of consultation which stifles dissent" (Chambers & Cleaver 1997; Pain & Francis 2003, p.48).

While there is solid evidence that community engagement-based interventions have a positive impact on a range of outcomes, it is difficult to determine which particular models are most effective (O'Mara-Eves et al., 2015). One study from AHURI posits best-practice models for resident participation, social cohesion, and sustainability in neighbourhood renewal projects (Wood, 2001). AHURI recommends 14 principles for effective community engagement that governmental agencies can benefit from following.

Several recent studies posit co-design as a preferred approach for developing, testing, and delivering programs with communities. Co-design models seek to actively engage "end-users" in the process of clarifying problems and designing impactful solutions. Unlike consultation, co-design involves genuine

[1] The interventions are categorised into 14 types, according to how the researchers framed their study. However, these 14 types are not mutually exclusive. For example, while several studies specifically discuss "Neighbourhood Renewal", many initiatives in the other intervention categories can also be seen as forms of Neighbourhood Renewal.

collaboration and knowledge-sharing between community members and "professional experts". Co-design approaches are increasingly being used across numerous sectors here and overseas, including public policy, service design, and health promotion. While co-design is based on participatory processes, tools, and principles, the approach must be well designed, rigorous, and properly resourced, or it risks becoming a tokenistic substitute for meaningful collaboration.

The principles of good co-design call for an approach that is genuinely inclusive, respectful, participative, iterative, and outcomes focused. For example, Sanders and Stappers (2008) define meaningful co-design as being "applied across the whole span of a design process" and involving "people not trained in design" (p.6). In such processes, the user is given a role of "expert in his/her experience" and invited to play a part in knowledge development, idea generation, and decision making (Sanders & Stappers, 2008, p.12). This approach recognises the fact that so-called "disadvantaged" communities possess valuable strengths, resources, and insights, and that residents should be placed front and centre in devising solutions to the challenges their communities face.

Two Evidence Maps (see Section 4) visually summarise the spread of data described in the review of key academic research (Section 3). These maps depict the spread of research on:

- the socioeconomic factors of disadvantage, according to Practice Domain (Figure 4.1).
- global interventions to address locational disadvantage, by Practice Domain (Figure 4.2).

In the Case Studies section (see Section 5), we profile 25 place-based initiatives designed to tackle social, economic, and spatial disadvantage in local communities. We discuss a diverse selection of successful and innovative projects, models, and policies from Australia and overseas. Most are tailored to a neighbourhood or local scale, but several city-wide, state-funded, and nationally scaled programs are also included. The Case Studies are not intended to comprise off-the-shelf solutions, but rather offer a suite of ideas, activities, frameworks, inspirations, and options for further exploration.

Drawing on the research that informed the Case Studies, we identify some key tendencies of effective place-based interventions. These programs often:

- have a multi-pronged focus, involving cross-sector collaboration, and spanning more than one Practice Domain
- support and empower community members to play an active role in identifying issues, solving problems, and shaping and evaluating programs
- are based on sound community engagement strategies, including co-design methods, that are genuinely participatory, respectful, empowering, and inclusive
- recognise, build on, and celebrate existing community assets, strengths, knowledge, and skills
- are overseen by a highly capable lead agency with strong local connections
- involve effective partnerships, sound governance, and relationships of trust
- are adequately funded and resourced, with generous timeframes and workable evaluation methods
- enable holistic thinking and program flexibility
- are connected to broader socioeconomic contexts, including local, regional, and national policy.

3. What are the key federal and state policies, programs, and funding initiatives that target social and economic development to improve community outcomes?

The most significant and currently relevant policy contexts for the three localities policy are summarised below. These policy contexts are detailed in Section 2.1 (see Tables 2.1, 2.2, 2.3, 2.4, and 2.5).

International Policy Context

- City of Greater Geelong designated a UNESCO City of Design in 2017.

Federal Policy Context

- Education: programs to support Aboriginal and Torres Strait Islander (ATSI) students, and students from lower socioeconomic backgrounds
- Housing: Commonwealth Rent Assistance, support for home ownership investment, settlement policies for refugees in regional areas
- Employment: Regional Jobs and Investment Package
- Health and Wellbeing: NDIS location and activity
- Liveability: The City Deal (Geelong).

State Policy Context (Victorian State Government)

- Housing: Homes for Victorians, commitment to expand and upgrade social housing stock
- Employment: Social Procurement Framework, Regional Jobs Fund, Jobs Victoria Fund
- Liveability: Regional Development Partnership, G21 Regional Growth Plan, partnerships addressing disadvantage.

Local Policy Context (City of Greater Geelong)

- Clever and Creative Future, Social Infrastructure Plan, Social Housing Plan 2020–2041, Skilling the Bay, GROW, Corio Norlane Structure Plan.

COVID-19 Policy Context

- Employment/Income Support: Federal JobSeeker supplement and JobKeeper scheme
- Victorian State Budget: range of funding for Geelong
- Health: extra funding for mental health and telehealth services
- Education: Tutor Learning Initiative 2021 (Victorian Government)

4. What policy gaps could be addressed to help improve community outcomes?

We review 15 relevant City of Greater Geelong policies, their main priorities, and how they specifically relate to Corio, Norlane, and Whittington (see Section 7.4). From analysis of these policies and programs, across strategic, operational, or sectoral and social group scales, we identify a series of gaps across the five Practice Domains for particular and perhaps urgent attention. These are summarised below. Further to that analysis, in Section 8 we summarise findings from consultations with key community workers to identify gaps and unmet needs within the three localities.

Education

- Grow digital inclusion in areas with limited skills, affordability challenges, and poor access to computers and the internet.
- Provide transport and culturally appropriate services for early education of Aboriginal children.

Employment

- Revitalisation of industrial precincts and "executing strategies for economic growth in the region's north" (no actions were specified).
- RISE and GROW can usefully be extended.
- Specific support for Aboriginal people.

Health and Wellbeing

- Full development of the Northern Aquatic and Community Hub (NACH), Norlane.
- Further action to improve food security.

Housing

- Council to contribute to continued urban revitalisation in partnership with State Government.
- Increase local supply of affordable housing in partnership with State Government.
- Improve streetscapes and neighbourhood character through a "greening" approach.

Liveability

- Prioritise provision of basic social infrastructure.
- Increase safety and prevent domestic violence.
- Grow pride of place via community arts projects and events, greening neighbourhoods and improving public spaces, and sharing heritage through storytelling and public artworks.

5. What are the key issues to be addressed in a COVID-19 impact assessment?

The key issues addressed in our COVID-19 Impact Study (Part B) were revealed by national trends impacting communities affected by disadvantage during the pandemic. We also conducted a detailed analysis of housing costs in the three focal suburbs of Corio, Norlane, and Whittington over recent years. Key issues and findings include:

Education: targeted programs to redress the challenges of online learning and home schooling.

Employment: high unemployment in retail, tourism and accommodation, the arts, hospitality, personal services, and higher education, especially for young people, women, and casual and part-time workers.

Health and Wellbeing

- Mental health, physical activity levels, and wellbeing.
- More pronounced food security issues.
- Limited capacity to access telehealth services.
- Long-term health impacts of suspended access to health services.

Housing

- Rapid re-acceleration of housing prices in big cities and many regions when Australians on low incomes are losing the short-term protection of JobKeeper and the JobSeeker subsidy.
- Increased risk in the property market impacting housing affordability, particularly for households with children and lower liquidity.
- Increased risk of housing stress, housing precarity, and homelessness across Australia.
- Housing costs in the three focal suburbs rising faster than elsewhere, raising concerns around declining local affordability and increased rates of housing stress.
- Ending of JobKeeper, JobSeeker subsidy, eviction bans, rental variations, mortgage holidays.

- Termination of rough sleepers' access to short-term accommodation in hotels.
- Potential long-term shifts in geographical patterns in housing markets.

Liveability: reduced access to local gathering spaces, parks and shops, walkable neighbourhoods, local arts and culture. The future design of environments will require greater co-design with communities.

6. How have "disadvantaged" communities in Geelong dealt with the pandemic?

Existing or entrenched issues for the three communities were amplified or compounded by the challenges of the pandemic. The history of the communities was also acknowledged to be an important contextual factor, including both the recent past and longer-term trends such as demographic changes.

At the time of writing, COVID-19 was not perceived to have had a significant negative effect on local unemployment, but the true impacts will emerge in coming months, as key Federal Government support payments are discontinued (from 28 March 2021). However, local volunteer employment was significantly impacted, as these workers were not considered "essential", and became disengaged from their usual roles. Employment was also identified in a recent report for CoGG as a standout area of significant impact, both positive and negative, for women (Montague & Stubbings, 2021).

Negative education impacts were reported, including "COVID babies" and pre-school children missing out on socialisation. The education of school-age children was also profoundly affected by the pandemic due to the shift to online learning, loss of social interaction with peers, and other challenges of home schooling. Disengagement from education was an issue, particularly for vulnerable young people including those from CALD or Indigenous communities, children with disability, and the digitally excluded. In some cases, this led to young people dropping out of formal education. Adult learners also struggled with changes to their educational experience, with many discontinuing their courses.

One key local impact on housing was the enforced use of domestic environments not well-equipped for habitation by multiple residents around the clock. These changes had a knock-on effect on family dynamics, increasing friction between family or household members and neighbours. COVID-19 also exacerbated existing problems of housing stress, precarious accommodation, and low affordability, with the latter increased by gentrification due to property speculation and in-migration of new residents.

COVID-19's local impact on health and wellbeing was conspicuous. Family violence was commonly cited as significantly increased, and social isolation was a major theme, particularly for vulnerable cohorts (people with disability, both ends of the lifespan, single households, CALD communities, women, and the digitally excluded). There were deeply negative impacts on mental health and wellbeing due to restricted social networks and access to wellbeing resources, and loss of spontaneous or unstructured community activities. Mental and cognitive exhaustion was also common for both service providers and residents. COVID-19 has also resulted in missed opportunities for early intervention and reduced access to usual healthcare supports. While telehealth helped, not everyone could access it.

There were communication gaps around COVID-safe practices and timely health information, leading to uncertainty and misinformation, especially amongst CALD communities and the digitally excluded. Food insecurity was also amplified, with reduced access to nutritious and fresh food, and vulnerable community members dependant on others for shopping and meal preparation. Significant liveability issues included digital exclusion, and limited access to quality, safe public spaces (including agencies, retail, green spaces, and outdoor facilities), and to public transport because transit facilities were perceived as a high-risk setting for COVID-19 transmission.

7. What factors supported local economic resilience and social cohesion?

Some positive outcomes during the pandemic were reported across all five Practice Domains, some of which reflected community responses to the challenges and negative impacts described above. The overarching theme was the community's ability to leverage pre-existing economic and social resilience, developed from years of experience with disadvantage.

The JobKeeper scheme and the JobSeeker Coronavirus Supplement were cited as key factors in alleviating severe financial stress, providing a higher income than many residents had pre- pandemic.[2] This extra income enabled spending on both immediate needs (food, rent) and long-term needs important to economic resilience (computers, training, or education). However, there was clear anxiety about the impacts of these payments ceasing from late March 2021. Initially, there was some reported increase in employment opportunities for residents in "essential" service roles, such as cleaning, take away food delivery, aged care, health and COVID-testing, transport, and logistics.

For those residents who could access the technology and equipment, the development of greater digital and other literacy skills was identified as a positive community outcome. Housing improvements were experienced by some residents, albeit a minority: those with more time and income to complete maintenance and repairs, public housing residents whose homes were upgraded, and those able to find creative solutions for the combined use of space for work and play.

In terms of Health and Wellbeing, there were reported examples of informal neighbourhood socialisation and the development of stronger connections to place. Reduced access to gambling also had obvious benefits. Lockdowns prompted some systemic and responsive changes to outreach and service delivery, and some welfare and service agencies pooled resources, resulting in a perceived higher degree of cooperation and collaboration to meet community needs. Peer support via ad hoc residents' initiatives also grew, including local provision of food packages and hot meals, establishing safe places, community gardens, online communities of practice, and informal mental health support. There were also reports of a united community response to public health measures, as people worked together against a common "foe". These local responses gave a tangible boost to "community spirit".

Looking at Liveability, the shift of many community activities online provided opportunities for digitally engaged residents to access online arts and cultural events, education and training, and fitness support. Young people also made an important contribution to community life, for example doing grocery shopping for vulnerable residents at greater risk of illness from COVID-19.

8. What interventions worked best, and what other approaches could have enhanced residents' experience?

Local community workers stressed that the approach taken to developing any new initiatives is of equal if not greater importance than the initiatives themselves. Our informants advised that successful approaches need to build trust, identify and build on existing local strengths, support community confidence and empowerment, recognise and support the community's ability to design solutions to problems, provide appropriate funding, plan for long-term delivery and evaluation, support collaboration (across organisations, sectors, levels of government), and take a holistic view.

[2] JobSeeker income support payments (previously Newstart Allowance) were boosted with a Coronavirus Supplement. The JobKeeper wage subsidy enabled employers to retain and pay staff. Both payments were reduced over time and ceased in late March 2021. See Section 2.6: COVID-19 Policy Context (p.22) for details of both schemes.

Our interviews and focus group identified key priorities for action spanning the five Practice Domains. Informants advised that the City of Greater Geelong's role in helping to meet these needs should include: working with community members to develop an information and accountability Digital Dashboard to collate, inform, and evaluate progress on agreed indicators that matter to residents living in the three areas; holding regular meetings between community members and a dedicated Council team so CoGG can learn from local experts and coordinate programs internally; and providing a regular public forum where progress on indicators can be shared, revised, and celebrated. More detail is provided in the Recommendations, outlined in the next section.

Conclusion

This research project was designed to inform Recommendations for strategic approaches and policy needs to progress social equity in the Geelong municipality, in particular for the suburbs of Corio, Norlane, and Whittington. Asked to consider the drivers of "disadvantage", especially in the light of COVID-19, the research team outlined how "disadvantage" has been conceptualised and interventions formulated; surveyed the relevant policy contexts; engaged in a wide-ranging review of relevant academic research in the nominated domains of Employment, Education, Housing, Health and Wellbeing, and Liveability; and documented an array of successful and innovative interventions from Australia and overseas. The team then moved on to detail how Australia, Geelong, and the localities of Corio, Norlane, and Whittington are being impacted by COVID-19, and summarised their history, socio-economic profiles, and the policies that affect communities in these areas.

Engaging with key community workers in the three localities via interviews and a focus group enabled the research team to elaborate on data-driven impacts, identify the most pertinent issues, and explore how they might be addressed. Based on these consultations, and drawing on our broader research, we outline 10 proposed initiatives, emphasising the need for cross-domain approaches and the importance of genuine collaboration with communities.

Recommendations

The Recommendations arising from this research are designed to help shape the long-term strategy of COGG's Vital Communities Project, and to inform Council's long- and medium-term strategy to assist with recovery from the impacts of COVID-19.

The research team makes three Recommendations. The first describes an approach for governmental agencies to follow in working with communities in Corio, Norlane, and Whittington on the issues that require priority action. It also describes the roles that key community informants have suggested CoGG can play in this work. Recommendation Two identifies 14 priority areas for action. Our final Recommendation outlines how these priority areas could be addressed through 10 types of initiative.

Recommendation 1: Adopt Core Principles for Working with Communities

What: There is a need to respect, trust, and listen to residents in Corio, Norlane, and Whittington, as community members possess the required knowledge and insights to address many of the problems and challenges in their local areas. There is also a clear need to build on existing local strengths, programs, networks, capacities, knowledge, organisations, and people. This includes identifying successful programs and funding them appropriately; taking a systemic and holistic approach; and co-designing future initiatives in a way that is genuinely inclusive and participatory.

How? Six supporting activities are recommended for action:

1.1 That CoGG supports the use of inclusive co-research and co-design approaches to develop, implement, and evaluate all community initiatives and programs in Corio, Norlane, and Wittington in collaboration with residents.

1.2 That CoGG supports the bringing-together of existing knowledge and Council staff who have an interest in these three localities, via a cross-departmental Lead Group that meets regularly to coordinate plans and activities.

1.3 That the CoGG Lead Group ensures the genuine, long-term, and supported co-design of plans and programs via regular collaboration and engagement sessions with paid residents in the three localities.

1.4 That CoGG, in collaboration with the three communities, develops a set of agreed indicators for improvement and a publicly accessible Digital Dashboard to monitor progress.

1.5 That CoGG adequately support – both financially and in kind – proven and effective local organisations and initiatives within the three localities (subject to regular reviews and evaluations).

1.6 That before any of the subsequent Recommendations are considered further, they must be critically assessed by the three communities.

Unless these supporting activities are adopted, past problems and issues will recur; namely, future interventions in these communities will be seen as externally imposed "fixes" that the residents do not condone, engage with, or own.

The following priority areas and their attendant initiatives should thus be viewed as provisional Recommendations, and are subject to community discussion, amendment, and endorsement.

Recommendation 2: Address 14 Priority Areas

What: Fourteen issues are identified as priority areas that need to be addressed in collaboration with residents, support agencies, and community advocates in Corio, Norlane, and Whittington. For convenience, they are arranged by Practice Domain in the table below.

How: To address these 14 priority areas, our final Recommendation (see overleaf) outlines a set of initiatives as a basis for future action.

	Priority Area Identified	**Main Practice Domain**
1	Digital Exclusion	Education
2	Disengagement from School and Adult Education	
3	Unemployment	Employment
4	Indigenous Health and Wellbeing	Health and Wellbeing
5	Food Security	
6	Access to Health Services	
7	Mental Health and Wellbeing	
8	Domestic Violence	
9	Housing Stress, Housing Precarity, and Homelessness	Housing
10	Housing Upgrade	
11	Mobility and Accessibility	Liveability
12	Neighbourhood Revitalisation and Public Space Improvements	
13	Social Isolation	
14	Place-Based Stigma	

Table R1: Recommended Priority Areas, by Practice Domain

Recommendation 3: Develop 10 Initiatives

Our final Recommendation sets out 10 proposed initiatives, along with a rationale for why each initiative is needed, and suggestions for how it might be approached. These 10 initiatives offer a framework to develop more specific programs and targeted local responses. Broadly speaking, they should be multi-pronged in focus, drawing on cross-sector collaboration and spanning Practice Domains and local issues (as indicated in Table 9.1). These Case Studies offer potential models, ideas, and inspiration to help inform the development of locally tailored programs.

While each of the ten initiatives below is framed to address a specific priority area, there are some clear synergies and areas of potential overlap. Where needs converge or opportunities for greater impact can be identified, programs could be designed to span more than one initiative.

3.1 Program Extension Initiative: Identify and Extend Successful Programs

Our research into the three localities and consultations with key workers identified a range of highly effective existing programs and promising approaches. Rather than attempting to implement new programs from scratch, it is strongly recommended that an audit of existing programs be conducted, with a view to supporting and extending those that are effective, mapping potential overlaps, and identifying possible partnerships and lead agencies to develop future initiatives. There is also some scope to build upon or leverage existing government policies and plans. While this list is only a starting point, we have identified the following candidates (listed by Practice Domain):

- **Employment:** Explore options to extend and work with GROW, RISE, Diversitat's Reconnect program, Learn Locals, Encompass, and Northern Futures, extending the latter model to Whittington. Connect local employment actions to the Victorian State Government's social procurement policy and explore other funding opportunities (e.g. Jobs Victoria Fund).
- **Education:** Extend outreach and partnering activities by local primary and secondary schools, especially to disengaged youth, Aboriginal and Torres Strait Islander communities, CALD students, and young people with disability.
- **Health and Wellbeing:** Deepen the connection of Barwon Health North to the northern suburbs and examine feasibility of a comparable facility in/around Whittington. Ensure domestic violence and mental health programs are active in all three localities, and monitor effectiveness.
- **Housing:** Extend CoGG's Social Housing Policy – for new builds and renovation – to Corio, Norlane, and Whittington.
- **Liveability:** Revisit and refresh the Corio-Norlane Structure Plan (especially around revitalising local retail strips, railway station renewal, street safety, and neighbourhood greening). Replicate a similar consultation and planning exercise for Whittington. Review existing social infrastructure in these suburbs and identify and address important gaps. Explore potential collaborations between existing community centres to build capacity.

3.2 Safe and Affordable Housing Initiative

COVID-19 has highlighted several local housing issues that require urgent remedy. The pandemic has heightened long-term issues around local housing affordability, quality, and capacity to meet residents' lifelong needs – to live, work and learn together. Unless decisive action is taken, there are clear indications that rates of housing stress and homelessness will likely increase in these three localities as the impacts of COVID-19 continue to unfold. One study predicts that by mid-2021 national homelessness will increase 9 percent, and housing stress will affect 24 percent more Australian households. The Geelong forecast is even more alarming: homelessness in Geelong is expected to increase 23 percent, and housing stress by 62.7 percent (Equity Economics, 2020b, p. 8–9, 4).

A local shortage of social housing, along with ongoing mortgage and rental stress, are now being exacerbated by gentrification and declining affordability in Corio, Norlane, and Whittington. More permanent housing is particularly needed for women and children escaping domestic violence, vulnerable young people, and others living in precarious housing situations, including secondary homelessness (overcrowding, couch-surfing). The three localities also have significant proportions of public housing, most of which was built in the 1950s–1970s, and is increasingly run-down, cramped, and unfit for current use. Lockdowns compounded existing housing quality issues and precarity, resulting in

disharmony between residents, family members and neighbours, and contributing in the worst cases to domestic violence situations.

The Safe and Affordable Housing Initiative focuses on three key interventions:

- Increase the supply of social and affordable housing in accessible and well-serviced locations in Corio and Norlane, including quality communal spaces for residents.
- Upgrade existing public housing stock (in line with the COGG Social Housing Plan and the Victorian Government's Big Build program).
- Improve access to housing and support services, including for residents at risk of homelessness, prioritising Housing First approaches.

Relevant Case Studies: Towards Home Plus, Geelong (p.61); Neighbourhood Renewal Program, Victoria (p.66); Perpetrator Intervention Pilot, South Australia (p.69); The Broomhill Project, Glasgow (Broomy's Bees community pocket park) (p.76).

3.3 Local Training and Employment Initiative

All three localities have high unemployment, some of which is intergenerational. While the pandemic temporarily boosted some prevalent local job sectors – aged care, cleaning, transport, logistics – and prompted some expansion into health, unemployment is now surging again.

The Local Training and Employment Initiative addresses a dual need: to support and extend existing training and employment programs (see Recommendation 1); and to explore and expand new local work opportunities. Specific needs and activities include:

- Train and employ residents in local neighbourhood regeneration, social infrastructure, placemaking, community centre, digital inclusion, and food security programs. Connect to State Government social procurement policy.
- Mobilise local skills via arts, cooking, gardening, cycling, music, carpentry, and craft programs.
- Develop local leadership programs (in partnership with schools and G21).
- Further explore local employment expansion options, such as construction, health, aged and disability care, as sectors where more locals can be trained and employed.
- More active outreach to long-term unemployed people to engage them into existing programs, or custom-design programs to meet their needs.
- Revitalise old industrial precincts and retail strips as employment hubs.
- Capitalise on the projected residential growth in the city's North West corridor, primarily the increase in construction employment possibilities.
- Explore and tap into relevant funding opportunities (such as the new Jobs Victoria Fund).

Relevant Case Studies: GROW, Geelong (p.61); Whittington Works, Geelong (p.60); Neighbourhood Renewal Program, Victoria (p.66); Sustainable South Bronx Project, New York (p.73); Oslo Living Lab, Norway (Rooftop Garden + Circular Business Model) (p.82); We Design For Life, Kolding, Denmark (RE:USE circular economy project) (p.83).

3.4 Local Health Services and Infrastructure Initiative

The pandemic has underlined the fact that Corio, Norlane, and Whittington residents have a range of unmet health needs, and that community health outcomes urgently need to be improved. Our consultations identified both service gaps and access problems.

The Local Health Services and Infrastructure initiative aims to ensure residents can more readily access the health services they need. Limited local access to important health infrastructure means many existing medical conditions will remain untreated. There is a need to assess community needs, recognise and address mobility barriers, adopt more holistic and collaborative systems, and make services easier for residents to access. This includes providing both effective outreach programs and nearby "one-stop" service hubs offering a range of required health services including support for mental health, suicide prevention, wellbeing, and drug and alcohol abuse. Improving access to domestic violence services is also a crucial priority, including men's anti-violence programs.

Health information and service details need to be communicated effectively, and disseminated in a range of accessible formats, including culturally appropriate, digital, and non-digital forms. Local "health champions", including young people and athletes, could be recruited to help co-design outreach pilot projects and build the confidence and desire of fellow residents to use local health services.

Relevant Case Studies: Ten Ideas Three Ventures, western suburbs, Melbourne (p.65); Perpetrator Intervention Pilot + Don't Become That Man, South Australia (p.60); Best Babies Zone, US (p.71); My Community Matters, UK (p.77); All Right? Christchurch, New Zealand (p.85).

3.5 Placemaking Initiative

Having ready access to quality communal spaces can benefit health and wellbeing, reduce social isolation, help counter place-based stigma, and foster community pride. COVID-19 highlighted a shortage of welcoming, accessible public and open spaces in all three localities. It also underlined the importance of neighbourhood shopping strips, many of which are run-down or boarded up.

The Placemaking Initiative aims to co-create more inclusive, safe, high-quality shared places where residents can gather, exercise, play, and interact. This includes extending and improving parks and green spaces (such as Cowie Creek, Seagull Paddock, and the St Helens area); upgrading streetscapes and outdoor facilities; enhancing neighbourhood walkability and connectivity; improving active transport infrastructure (walking trails, bike paths); fixing unsafe or problematic spaces; and revitalising local retail strips, especially Labuan Square, Rose Street, and Whittington shops, ensuring a good tenant mix (retailers, decent food outlets, community services, social enterprises).

Residents could be trained and employed to co-design and undertake placemaking projects, with local artists engaged to enliven streetscapes. Tactical urbanism could be used to test options with the community. Community events and outdoor activities could be held in revamped sites.

Relevant Case Studies: Streets Ahead, Victoria (p.64); Best Babies Zone, USA (Design Sprints) (p.71); Sustainable South Bronx Project, New York (p.73); Detroit City of Design Contest (p.74); Festival of Neighbourhoods, Canada (p.75); The Broomhill Project, Glasgow, Scotland (p.76); My Community Matters, UK (community walkabouts) (p.77); Skip Garden and Kitchen + Story Garden, London (p.78); Nourishing Landscapes, France (p.81); Oslo Living Lab, Norway (tactical urbanism projects) (p.82).

3.6 Social Connection Initiative

The research team found that the pandemic both caused and exacerbated social isolation for many residents in the three localities. Addressing this loss of social ties is a vital priority. The Social Connection Initiative aims to build and strengthen the connections between residents and their communities.

Building connections with neighbours and locals has benefits for individual wellbeing, while helping to build social capital and community pride. Social connection can also be a crucial channel for people to tap into personal and family support, access services and programs, and shift from "bonding" to "bridging" social capital (from building links within groups, to forging links between groups). Strengthening social connection can thus improve access to education, employment opportunities, public health resources, housing supports, and legal supports for domestic violence issues.

Specific programs could include walking clubs, coffee clubs, and group outings; craft, art, photography, music, cooking, gardening, carpentry, sewing, repair, DIY, and other workshops; neighbourhood events, local choirs, plant and seed swaps, treasure hunts, and geocaching events; youth sports, cycling groups, fitness sessions, bicycle repair, school breakfasts and lunches; and increasing digital inclusion to better connect residents with each other and community resources. In (re)building social connections there is also a clear need for outreach programs and approaches that engage residents on their own terms.

Relevant Case Studies: Angel Next Door, Australia-wide (p.70); Festival of Neighbourhoods, Kitchener, Canada (p.75); The Broomhill Project, Glasgow, Scotland (Broomhill Art Flat) (p.76); My Community Matters, UK (p.77); Skip Garden and Kitchen + Story Garden, London, UK (p.78); Ten Ideas Three Ventures, western suburbs, Melbourne (p.65).

3.7 Arts and Community Events Initiative

COVID-19 reportedly increased social isolation, stress, and anxiety increased across the three localities. Residents in these neighbourhoods have limited access to the creative arts, local entertainment and culture options, and inclusive communal spaces. Along with the erosion of social connections during the pandemic, they also face enduring place-based stigma.

Arts-based projects can help rebuild community ties, foster social inclusion, and support healing after traumatic events. The Arts and Community Events Initiative aims to bring people together, mobilise creativity, build pride in place, and create more vibrant neighbourhoods. In celebrating and showcasing the community's strengths, it also seeks to counter place-stigma.

Residents should be supported to co-design and execute arts-based projects and community pride events, drawing on local expertise and talents (music, visual arts, dance, theatre, writing, cooking, craft). Options include public artworks, neighbourhood festivals, live music, food-focused events, local photography projects, nature-based art activities, and community markets. Local heritage – Indigenous, multicultural, industrial, natural, public housing – could be celebrated via storytelling projects, heritage walks, and public artworks. Venues could be upgraded or existing spaces.

Relevant Case Studies: TBA North, Geelong (Children's Choir) (p.59); Fawkner Commons/Fair Share Fare (DIY Knowledge Share) (p.63); Shutterbugs + I Heart Maryborough, Victoria (p.67); Ten Ideas Three Ventures, Melbourne (The Culture Party) (p.65); The Broomhill Project, Glasgow (p.76); Skip Garden and Kitchen + Story Garden, London, UK (MAKE Workshops) (p.78), We Design for Life, Denmark (p.83).

3.8 Digital Inclusion Initiative

Improving digital inclusion is an urgent priority across all three localities. Digital *exclusion* is currently contributing to poor health outcomes, financial hardship, social isolation, food insecurity, educational disadvantage, and employment barriers for these communities. Many residents cannot access vital services and information.

The Digital Inclusion Initiative must be properly resourced, integrated, ongoing, and designed to tackle all three aspects of digital inclusion: affordability, access, and ability. This includes technology, devices, data costs, wi-fi, broadband, confidence, safety, activities, and digital skills.

Programs should build the capacity of key local organisations, including schools, libraries, community centres, employment services, training providers, and not-for-profits. Peer leaders or "digital buddies" could be engaged to share their knowledge, including via intergenerational learning. Residents could be trained and employed to co-design and update the proposed Digital Dashboard. School students could share community highlights and local achievements via digital storytelling projects.

While digital inclusion is an equity issue, it is not universally achievable, so important services and information must also be provided in non-digital formats.

Relevant Case Studies: The Digital Age Project, NSW (p.68); Angel Next Door, Australia-wide (p.70); We Dundee, Scotland (p.80); Ten Ideas Three Ventures, western suburbs, Melbourne (p.65); We Design for Life, Kolding, Denmark (p.83).

3.9 Support for Healthy Eating Initiative

COVID-19 brought the problem of food insecurity in these three suburbs into stark relief. The Support for Healthy Eating initiative aims to improve residents' food security and encourage healthier eating options and behaviours across the three localities. A lack of nutritious food and/or poor diet contributes to a multitude of chronic health conditions, many of which are already prevalent in these communities. Children who go without meals or have unhealthy diets may also have more difficulty concentrating at school, which impacts their education outcomes.

Interviews revealed a need for a range of programs, including a focus on retail (e.g. improve access to healthy food outlets, including markets), community (e.g. community gardens, urban farms, food banks, backyard vegetable plots, food-based social enterprises) and personal support services (e.g. domestic provisioning, mobility support). Successful existing programs should also be identified and extended.

This initiative should not be about forcing specific food choices on a community, but instead empowering them to make healthy choices by making healthy options more readily accessible. Residents should be engaged to co-design and deliver program elements. Options include gardening and cooking workshops, meal-sharing programs, gardening tool libraries, school breakfasts and lunches, recipe videos, and sports-themed activities. There is potential for program crossover with the Social Connection, Local Health Services, and Arts and Community Events Initiatives.

Relevant Case Studies: Fawkner Commons/Fair Share Fare (p.63); Best Babies Zone, USA (p.71); The Skip Garden and Kitchen + Story Garden, London, UK (community café, Junior Chef Club, Friday Night Out, Lunch and Learning) (p.78); Nourishing Landscapes, Nantes, France (p.81); Oslo Living Lab, Norway (Rooftop Garden) (p.82).

3.10 Accessibility and Inclusion Initiative

Our final recommended initiative seeks to embed an active commitment to social equity across all program areas. There is a clear need to provide communities in Corio, Norlane, and Whittington with more equitable opportunities for social inclusion, economic participation, employment, education, and housing, along with access to community and social infrastructure that meets the needs and aspirations of all residents. This applies across all 14 priority areas and all 10 proposed initiatives, and is consistent with the recommendations of the *Accessible and Inclusive Geelong Feasibility Study (Tucker et. al. 2018)*.

Mobility barriers and transport equity were identified issues, with a need to improve both local public transport and active transport options. Residents who wish to own and drive cars also need support to obtain drivers' licenses. Inequitable access to education was also highlighted, with support requested for local schools to link with key community organisations – such as Wadda Wurrung Elders, Wathaurong Aboriginal Co-operative, and Diversitat – to develop more culturally appropriate programs to engage ATSI and CALD students, while also supporting these students with transport to their schools.

Specific actions for the Accessibility and Inclusion Initiative include:

- In line with Recommendation 1, adopt inclusive co-research and co-design approaches for development, implementation, and evaluation of all local initiatives and programs.
- Embed principles of Universal Design into the implementation of all actions.
- Ensure all residents have equitable access to social infrastructure, built environment improvements, quality public space, affordable and appropriate housing, dedicated services, public transport options, and employment opportunities.
- Prioritise attitudinal change towards inclusion, equity, and access.
- Adopt social inclusion as a core value for Corio, Norlane, and Whittington.

Relevant Case Studies: Afghan Girls Bike Skills Workshops, Bendigo (p.62); Australian Indigenous Mentoring Experience (AIME) (p.70); Streets Ahead, Victoria (p.64); Best Babies Zone, USA (East Oakland Innovators) (p.71); My Community Matters, UK (p.77); Oslo Living Lab, Norway (p.82); We Dundee, Scotland (p.80); We Design For Life, Kolding, Denmark (p.83).

Next Steps

- First and foremost, as a vital first step, seek community feedback on these Recommendations.
- Pending CoGG approval, the HOME research team recommends running a Systems Thinking in Knowledge Exchange (STICKE) workshop to engage with key stakeholders and policymakers to help generate holistic and systemic actions to implement the Recommendations.
- We recommend that CoGG fund workshops run by community practitioners with extensive experience in best-practice co-design, support key local agency staff to participate, and produce a practical "how to" guide for effective co-design strategies. Dedicated CoGG staff could provide support for agencies to embed this approach into program development and delivery.
- While genuine community engagement and collaborative co-design of programs, interventions, and places is a fine principal, it is a potentially challenging practice. Future research should evaluate not only the initiatives or programs themselves, but also the effectiveness of the engagement strategies and collaborative processes used to develop them.

PART A: Environmental Scan

Introduction

The Environmental Scan was HOME Research Hub's first deliverable under the Vital Communities Research Partnership. The scan responds to an initial brief from the City of Greater Geelong to investigate successful programs and innovative strategies to improve outcomes for communities affected by disadvantage. Guided by the research questions that underpin the project, the Environmental Scan provides robust analysis and overviews of key academic studies, conceptual frameworks, policy contexts, and potential models and approaches.

Findings from the Environmental Scan make up Part A of this report. There are five sections:

- **Section 1: Conceptual Frameworks:** We commence with an outline of some key conceptual frameworks that inform current efforts to address spatial and socioeconomic disadvantage.
- **Section 2: Policy Contexts:** Next we provide an overview of current government priorities and policies around social and economic development relevant to Geelong and the three localities.
- **Section 3: Review of Key Academic Research:** Here we present a detailed review of peer-reviewed studies addressing the social and economic factors that drive outcomes for disadvantaged communities, and initiatives implemented globally to improve these outcomes.
- **Section 4: Evidence Maps:** The research coverage from Section 3 presented in graphic form.
- **Section 5: Case Studies:** In a series of compact Case Studies, we profile a range of successful and innovative programs designed to tackle social and economic disadvantage within Australia and overseas. We conclude by outlining some factors that can influence program success.

Methodology and Scope: Environmental Scan

This Environmental Scan is based on a comprehensive survey of relevant academic and grey literature conducted by the HOME research team in January 2021. Foundational search terms are listed in Appendix A. Our data collection process and analysis were designed to provide insights across the five Practice Domains: Education, Housing, Employment, Liveability, and Health and Wellbeing.

This exploratory research unearthed a plethora of programs, models, and approaches designed to tackle social, economic, and spatial disadvantage, and a range of policy initiatives intended to support socioeconomic development. The scale of interventions and approaches spanned grassroots community-run projects, council programs designed for specific municipalities, models developed by researchers and not-for-profit agencies, state-wide policies and federal funding initiatives, and national or transnational programs tailored to specific local communities or cohorts.

From this extensive body of literature, we compiled an outline of key conceptual frameworks for addressing disadvantage, collated a summary of relevant policy contexts, undertook an extensive review of relevant academic studies on the factors that drive community outcomes, and profiled a series of interventions that evidence positive outcomes, valuable learnings, and/or innovative approaches.

Defining Liveability

"Liveability" is a loosely defined concept, used as an umbrella term for a range of different indicators (Herrman & Lewis, 2017). While it often refers to features of the local built environment, liveability can also include social elements of a community or neighbourhood (Herrman & Lewis, 2017; Kaal, 2011). The term can encompass a wide range of urban factors, including affordable housing, transportation, public space, green infrastructure, local services and amenities, education and employment opportunities, neighbourhood walkability, accessibility, sustainability, health and wellbeing, safety, social equity, and quality of life (Herrman & Lewis, 2017; Perkins, 2008).

In the Australian context, Badland et al (Badland et al., 2014) identify seven "domains" of urban liveability: employment, food environment, housing, public open space, social infrastructure, transport, and walkability. Building on this work, Lowe et al define liveability as communities that are:

> safe, attractive, socially cohesive and inclusive, and environmentally sustainable; with affordable and diverse housing linked by convenient public transport, walking and cycling infrastructure to employment, education, public open space, local shops, health and community services, and leisure and cultural opportunities (Lowe et al, 2013, p. 11).

For the purposes of this project, the term "liveability" is used to encompass important local features and characteristics not already captured by the other four Practice Domains (Education, Housing, Employment, and Health and Wellbeing). The "Liveability" Practice Domain thus includes the following: public open space, transport, walkability, accessibility, sustainability, safety, digital inclusion, social infrastructure, arts and cultural organisations and venues, other local amenities (shops, eateries, community facilities, public events, leisure options, significant places), and intangible community assets (social networks and social capital, community knowledge, sense of belonging, place attachment).

SECTION 1: Conceptual Frameworks

In this section we outline some of the key conceptual frameworks that underpin efforts to understand and address socioeconomic disadvantage.

1.1 Conceptualising Social and Spatial Disadvantage

The challenge posed by social inequality and poverty in affluent Western and Australian cities never disappears, despite the well-meaning efforts of many government initiatives. Explanations for why the poor will seemingly always be with us range from the material and structural relations rooted in capitalism (Harvey, 1982; Smith, 2005; Stilwell, 2006), to seeing the problem in terms of individual victims (Peel, 2012; Swain & Howe, 1995).

More recent perspectives broaden the "political economy" approach to connect economic structures with social agency, highlighting the role of race, ethnicity, and gender as well as class cultures and economic change in social structuring (Gans, 1995; Marcuse, 1996). In contrast, various post-structuralist accounts view populations as engaging in a host of labouring practices to produce multiple economies; see the discursive and policy constitution of the "poor" and "disadvantaged neighbourhoods" as integral to the problem; or conceive of the State as comprising multiple agendas and trajectories (Cameron & Gibson, 2005b; Gibson-Graham, 1997, 2006; Larner et al., 2007; McGuirk & O'Neill, 2012).

In addition, a range of more applied approaches link structural and individual cultures and attempt to activate whole-of-government understandings and policy interventions to address social exclusion.

1.2 Explaining and Alleviating Social and Spatial Disadvantage

The four key conceptual frameworks set out below – the Political Economy, Community Economies, Bridges out of Poverty, and Social Inclusion perspectives – variously emphasise the structural or individual causes of disadvantage, while pointing to systemic, place-based, and collective interventions to alleviate the problem of socio-spatial disadvantage.

1.2.1 Political Economy Approach

A view of poverty informed by Marxism places the underclass and unemployed into a reserve army of labour who are created as part of a restless, profit-driven capitalist system. Within such a system, the State ultimately acts as the agent of capital, creating and defending the conditions to maximise profitability and minimise social unrest. The larger the pool of unemployed citizens, the more downward pressure on wages, and the lower the power of workers to bargain for their fair share of produced value (Marx, 2001).

Unemployment levels cannot be too high, spatially concentrated or organised, however, as this may well challenge the socio-political order. Relatively low levels of unemployment are therefore integral and valuable to the operation of capital accumulation. This means a policy and social objective of full employment remains aspirational, and indeed problematical. In Australia, "full employment" is not equated with having no unemployed people, but rather an unemployed population of around 5 percent of the workforce – or 643,000 people in November 2020 – in order to allow an ongoing supply of labour to places and sectors, and to limit inflationary pressures (Australian Social Inclusion Board, 2010).

The class system of capital-owners and their workers creates not only ongoing tensions, but also crises of accumulation, ensuring that unemployment levels fluctuate and there is an ongoing need to restructure capital and labour relations to restore profitability. For Marxist Geographer David Harvey, such waves of restructuring are also associated with the "creative destruction", or refurbishment of urban areas.

The recent phase of capital globalisation and restructuring – dating from the mid-1970s – is seen by some political economists as emanating from an overaccumulation crisis in the United States and Western Europe. This crisis of accumulation impelled the technological transformation of production and its shift to other parts of the world (Harvey, 1982, 1990, 2001; Smith, 2005; Stilwell, 2006). Clearly evident in the car, textile, whitegoods and electronics industries, this global shift in production was facilitated by the rise of a neoliberal, free trade, de-regulative agenda. In turn, this had massive impacts on both the receiving and abandoned countries and regions (Dicken, 2007).

Feminist analysis of these recent changes has extended the class analysis to take in complications generated by the racialised and gendered nature of these processes (see for example Nash & Fernández-Kelly, 1983). Applied to countries like Australia, this analysis sees the collapse in the local textile industry as resulting from the offshore movement of multinational capital and the massive inflow of cheaply produced goods from South East Asia (see Johnson, 1990).

In regional centres like Geelong, the textile industry began to contract in the mid-1970s and continued to decline over the subsequent decades, along with car and truck making, to the point where the city's manufacturing base has all but collapsed. Impacts were unevenly felt on the gendered labour force and across the locality, with large displacements of workers living in the city's northern suburbs (see Johnson, 1990). Alongside plant closures came a deregulated currency, the dismantling of trade barriers, and the withdrawal of the State from public housing and service delivery. Together, these factors produced concentrations of profound social inequality in Australia's older industrial cities and regions (Beer, 2009; Gleeson, 2006; Peel, 1995).

A class-based explanation of these changes offers a structural framework by which to understand how, in a regional city like Geelong, certain areas become populated by empty factories and legions of unemployed people. However, the ameliorative policy actions flowing from this analysis are limited, as the fundamental cause lies in the actual model of accumulation and in State complicity, both of which are unlikely to change fundamentally. While useful, the political economy analysis thus produces only limited strategies for action. Options include working with the unemployed themselves to create alternatives and improve conditions; challenging State policies of deregulation, service withdrawal, and privatisation; and questioning the subsidy regime under which local and multinational capital operates.

1.2.2 Community Economy Approach

For Gibson-Graham, the political economy narrative unduly elevates capitalism to a dominant place in the interpretative schema, eliding other possible explanations, economies, and courses of action (Gibson-Graham, 1997). Geographers such as Katherine Gibson, Julie Graham, and Jenny Cameron provide another model by which capitalist class relations can be conceptualised, and alternatives derived. Drawing on Michel Foucault's work, feminism, and post-structuralist theory, they conceive of Marxist-derived class relations between capital and labour as but one of several possible social relations between organisations, social groups, and labour. They emphasise an array of other social and economic relationships, extending from theft and gift-giving to exchanges of labour associated with

domestic work, volunteering, neighbourliness, and co-operatives (Cameron & Gibson, 2005a; Gibson-Graham, 1997, 2006).

These scholars, along with others such as Wendy Larner, Pauline McGuirk, and Phil O'Neill, think of the State not as a semi-unified set of bourgeois policies and practices, but as an assemblage of rationalities, strategies, and technologies that have multiple and often contradictory trajectories (see England & Ward, 2011; Larner et al., 2007; McGuirk & O'Neill, 2012).

Within such a framework, Cameron and Gibson (2005b) emphasise how designations such as "the unemployed" and "disadvantaged areas" are discursively constituted by parts of the Australian State, and how this serves to disempower rather than assist the poor. In the process, they argue, 19th-century notions of blaming the unemployed for their plight are re-inscribed, such that "problem" areas and people are characterised as dysfunctional, requiring solutions and re-normalising. Thus, Cameron and Gibson suggest that approaches such as Victoria's Neighbourhood Renewal Program (see Shield, Graham, & Taket, 2011) – which singled out North Geelong for particular attention – further marginalised and homogenised these places, disavowed residents of agency and positioned government as experts who devise and implement improvement programs.

These researchers propose an alternative view. The "Community Economy" approach is built on a foundation of local empowerment and community, whereby each locality has an array of assets, alternative economies, and potentials that can be recognised, mobilised, and nurtured to provide effective solutions (Cameron & Gibson, 2005a, 2005b). The authors give examples from Victoria's La Trobe Valley, which suffered massive job losses due to privatisation of the electricity-generation industry in the 1990s. They document local enterprises that began as exchanges of goods and services between neighbours, or initiatives to create Christmas decorations, and grew into cooperatives providing people with meaningful work and necessary provisions (Cameron & Gibson, 2005a; 2005b).

This conceptualisation of alternate forms of labour and economies is insightful; it admits significant local agency, acknowledges existing resources, and recognises different ways of generating value. However, there are problems with this model. For one, the alternative economies it celebrates lie outside the mainstream capitalist system. They are, by definition, unconnected to the mainstream and thus forever consigned to the margins, forming enclaves in which participants may well survive but rarely prosper. Furthermore, the emphasis on individual and localised agency underplays the massive array of policy and structural elements that shape and constrain individual predicaments. Twenty years on, the La Trobe Valley remains an area seriously blighted by unemployment and social disadvantage, and many of the grassroots cooperatives established in the 1990s are no longer operating.

There is also a serious mismatch between the Community Economy framework and the regulatory and aspirational world in which many unemployed Australians live. The increasingly punitive regulation of unemployment – part of the messy and contested but no less oppressive regime of the neo-liberal State (see Larner et al., 2007) – means that to receive any form of social security benefit, Australians must undertake training and be actively seeking paid employment. If they fail to satisfy these requirements, they are denied an income. Under the "mutual obligation" regime, if people without paid work do not actively seek to re-integrate into Australia's formal mixed economy, they are denied State assistance.

The rationale here is not solely about cost cutting, but rests on the assumption that paid work is the main avenue for delivering meaningful lives and livelihoods in modern-day Australia. This view aligns

with what most Australians envisage for society, including charitable bodies that work closely with the unemployed and poor (such as the Brotherhood of St Laurence; see Nicholson, 2007).

While multiple forms of labour do indeed exist, for Australia's unemployed the State insists on the conventional definition under the capitalist system. This is both a regulatory requirement and a social aspiration for most unemployed people themselves. In sum, while the Community Economy approach offers valuable lessons in the importance of local exchange networks and community organisations, its wider applicability to socially disadvantaged areas is limited.

1.2.3 Bridges Out of Poverty Approach

One approach to defining and ameliorating poverty that has been influential in Geelong was formulated by American educationalist Ruby Payne. Widely utilised across Geelong's social welfare sector in the early 2000s, the "Bridges out of Poverty" approach (Payne et al., 2001) involved a hybrid class-based and individually focused cultural analysis and set of interventions. It considered here due to its wide use across the region. This strong local uptake was evidenced in 2013, when a series of public talks about the model by educational consultant Nairn Walker drew large numbers of Geelong service providers (HOME researcher Louise Johnson also attended). The work of Northern Futures, a Norlane-based training and employment placement service, is also based on the Bridges Out of Poverty framework.

Outlining her approach, Ruby Payne writes about how to address whole-of-life limitations assumed by the lower classes – in education, cultural capital, and confidence, along with associated problems of illness, mental health, substance abuse, disability, and marginal housing – by dealing with what she calls the "hidden rules" that bar entrance to higher class-positions (R. Payne, 1996).

Payne distinguishes between situational, short-term poverty (caused by, for example, losing a job or occasional illness), and multi-generational poverty, which she argues is both structural and deeply embedded in a "poverty culture". For Payne, this "poverty culture" is not future-oriented and does not value education or delayed gratification. This claim is a problem for anyone with any knowledge of working-class cultures, or Australian research examining working-class parents' aspirations for their children, which were found to be strong (Gorski, 2005).

According to Payne, this "poverty culture" emphasises relationships, the here and now, pleasure and entertainment, and a fatalistic view of the future (R. K. Payne et al., 2001). To move out of poverty, she argues, there is a need to change both people's mindset and their resource base. For Payne, to change only one element – to organise training or a job, for example – without also changing the mindset will result in regression and failure. The program is underpinned by the idea that exiting poverty requires both opportunity and responsibility, and newly employed people assume a whole new outlook (Hack 2011).

This approach – with its emphasis on class cultures, and the possibility of understanding and changing them – makes the program relevant and accessible not only to managers and employers, but also to welfare sector workers and people in poverty themselves (R. K. Payne et al., 2001). Widely utilised across the United States, the Bridges out of Poverty approach has informed businesses, communities, and individuals. Some businesses using this framework have reported improved retention rates and increased productivity amongst low-income workers, while some communities using it have moved people from reliance on public programs to more stable employment and earned income, thereby expand their tax base and overall economic viability (R. K. Payne et al., 2001).

Bridges out of Poverty then is a powerful and persuasive framework. It has been critiqued for its focus on the individual person, for using a deficit model of their capabilities, and for emphasising cultures rather than structures and policies (see Gorski 2005). However, it has successfully underpinned the approach of Northern Futures, involving key workers and local technical education trainers, as well as managers at a major employer. Northern Futures' approach values the organisation's clients, while also working to change their structural position through confidence-building, learning new "class rules", training, and employment.

1.2.4 Social Inclusion Theories and Actions

From the late 1990s, ameliorating the plight of the "socially excluded" was increasingly central to social policy in England and Europe. In the face of research highlighting the multiple causes and manifestations of poverty, Tony Blair's New Labour considered unemployment, low incomes, poor health, family breakdown, crime, and inadequate housing as interconnected factors. The UK government developed "joined up" solutions, to be implemented by the coordinated actions of all relevant government departments. The focus thereby shifted from unemployed people themselves to the task of building social capital and neighbourhoods, while also developing learning and skills.

From 1997 onwards, addressing socio-spatial problems under the rubric of "social exclusion" formed the basis of the Blair Labour Government's urban renewal and housing programs. In tandem with this approach, the New Deal for Communities program focused on employment capabilities, crime levels, inadequate education, health, housing and neighbourhoods, educational underachievement, poor health, and problems with housing and the physical environment.

The 2000 McClure Report into Australia's social welfare system advanced the same argument: that the goal should be to minimise social and economic exclusion. The Brotherhood of St Laurence director, Tony Nicholson, argued that this approach should be adopted in Australia: "To welfare rights was added the right to meaningful participation" (Nicholson, 2007).

The State governments of South Australia and Victoria moved towards this social inclusion agenda (Hayes, Gray, & Edwards, 2008), followed by the Federal Labor Government, which in 2007 briefly appointed a Minister for Social Inclusion, Julia Gillard, as part of its Stronger Fairer Australia policy. This approach emphasised the generation and monitoring of indicators, delimiting disadvantaged groups and regions, then targeting them for whole-of-government interventions (see Australian Social Inclusion Board, 2010).

1.2.5 Social Polarisation and Spatial Disadvantage

While the Social Inclusion framework focused on multiple elements of disadvantage, related approaches focus on some key domains – such as employment, housing, and transport – which singly and together produce and exacerbate socio-spatial disadvantage. In their study of Sydney in the 1980s and 1990s, Murphy and Watson (1994; 1995) noted the development of an urban core/urban fringe socioeconomic divide in Australia. They noted areas of poor labour market opportunity developing in outer urban regions caused by gentrification, massive low-cost suburbanisation, and the winding down of industry.

This pattern was confirmed by Baum and colleagues in their study of socio-spatial segregation in Australian cities (Baum et al., 1999). The researchers identified nine distinct categories of socioeconomic spatial concentration, capturing a mix of socioeconomic opportunities that ranged from

"global economy/high opportunity" locations near the centre of cities such as Sydney and Melbourne, to "extremely vulnerable old manufacturing economy" localities, such as Sunshine in Melbourne, and Elizabeth in Adelaide – and, one could add, Corio and Norlane in Geelong (Baum et al., 1999; Dodson, Gleeson, & Sipe, 2004).

These patterns are often exacerbated by the operation of the housing market. Wulff and Evans' research on Melbourne showed that households receiving Commonwealth Rent Assistance were concentrated either in inner-city suburbs replete with public housing, or in declining outer-suburban industrial areas, such as Sunshine or Dandenong (Wulff & Evans, 1999). This pattern of inner-city gentrification and the suburbanisation of poverty was confirmed by Randolph and Tice (2014). Similar spatially exclusionary patterns arising from housing market processes were also found in Melbourne by Burke and Hayward (2001), and across other major Australian cities by Pawson and Herath (2015).

The notion of "locational disadvantage" captures these place-based inequities (Maher, 1994). Like the social inclusion agenda, this approach directed attention to a range of social determinants and domains, including housing, health, education, political participation, and employment possibilities. Finally, Dodson et al. consider the role of mobility and transport systems in exacerbating or ameliorating these patterns. They conclude:

> Transportation systems have a role in mediating these dynamics. Access to motor vehicles, or adequate public transport can help socioeconomically disadvantaged households to overcome their situation, but similarly, poor public transport, or an excessive financial burden of vehicle ownership can restrict opportunities (Dodson et al., 2004: 48).

1.3 Conclusion

There is an array of possible theoretical frameworks for considering social and spatial disadvantage. In brief, the Political Economy approach emphasises the structural dynamics of capitalist social relations, offering insight but limited policy options. The Community Economy approach broadens this framework and shifts the emphasis onto the complex array of social and economic relationships that sustain communities, arguing that these comprise significant assets that can be mobilised to address disadvantage.

In contrast, the Bridges out of Poverty approach focuses far more on individuals, their mindsets, and the class cultures in which they are situated, arguing that altering these through education, training, and rethinking is critical to social mobility and inclusion. Finally, some frameworks conceptualise the city itself as a system, one that is regularly reordered by the operation of the property and labour markets, and where the distribution of social and physical infrastructure, including transport, exacerbate social disadvantage. Table 1.1 (below) summarises these positions and their policy implications.

While it is not the task of this research project to choose a framework in which to locate policy options, the ways in which a policy impacts on existing structural inequalities, social relations, community connections, class cultures, and collective or individual inclusion must be considered when developing any strategy to address socioeconomic disadvantage.

Theoretical approach	Focus	Policy implications
Political Economy	Material foundations. Class relations. Conflicted state actions.	Address unemployment as a priority. Improve employment wages, social wage, conditions. Challenge oppressive regulation. Ease social and spatial conflict and polarisation.
Community Economy	Material and cultural. Broad set of labour and market relations sustain a place. Community asset base. Discursive constitution of disadvantaged places and people.	Critical engagement with definition of "disadvantage". Challenge deficit views and stigma. Build on community and individual strengths. Bottom-up solutions.
Bridges out of Poverty (Ruby Payne)	Individual class cultures. Assumptions held by upper, middle, and lower classes are the problem.	Change the cultures, and you change people and the social order. Engage with employers, service providers, and the unemployed to change their assumptions about class cultures and facilitate mobility.
Social Inclusion	Multi-faceted causes and solutions to disadvantage: includes economic (employment), educational, cultural, and political (participation) elements. Some sub-sets emphasise housing, employment, and transport.	Whole-of-government approach. Address service limitations, especially in housing, transport and social service provision (including quality education and health). Community participation in decision-making.

Table 1.1: Key Conceptual Frameworks Underpinning Approaches to Socioeconomic Disadvantage

SECTION 2: Policy Contexts

This section presents a range of relevant government policies around social and economic development from over the past decade. The policies are summarised in the tables that follow, organised by scale and Practice Domain, noting local relevance. Some current and upcoming funding opportunities are also included (below). The broader policy context for this study, across all five Practice Domains, is enormous. In this section we focus on the policy contexts most relevant to the City of Greater Geelong, and the localities of Corio, Norlane, and Whittington. In sum, the most significant policy contexts are:

2.1 Policy Overview and Funding Opportunities

International Policy Context:

- City of Greater Geelong designated a UNESCO City of Design in 2017

Federal Policy Context:

- Education: programs to support Aboriginal and Torres Strait Islander (ATSI) students, and students from lower socioeconomic backgrounds
- Housing: Commonwealth Rent Assistance, support for home ownership investment, settlement policies for refugees in regional areas
- Employment: Regional Jobs and Investment Package
- Health and Wellbeing: NDIS location and activity
- Liveability: The City Deal (Geelong).

State Policy Context (Victoria):

- Housing: Homes for Victorians, commitment to expand and upgrade social housing stock
- Employment: Social procurement framework, Regional Jobs Fund, Jobs Victoria Fund
- Liveability: Regional Development Partnership, G21 Regional Growth Plan (GROW), partnerships addressing disadvantage.

Local Policy Context (City of Greater Geelong):

- Clever and Creative Future, Social Infrastructure Plan, Social Housing Plan 2020–2041, Skilling the Bay, GROW, Northern Geelong Growth Area Plan. Other plans relevant to these three areas are considered in more detail in Part B of this report.

COVID-19 Policy Context:

- Housing: Rental variations and eviction bans (Federal); tax incentives for landlords to reduce rents and hardship payments for renters (Victoria)
- Employment/Income Support: JobSeeker Coronavirus Supplement, JobKeeper scheme (Federal)
- Victorian State Budget: Range of funding for Geelong
- Health: extra funding for mental health and telehealth services (various)
- Education: Tutor Learning Initiative 2021 (State)

Current and Potential Funding Opportunities

- Jobs Victoria Fund (Now open): Wage subsidies up to $20,000 for eligible employers hiring jobseekers from priority groups (women, people over 45 or under 25, long-term unemployed, people with disability, Aboriginal and Torres Strait Islander people, asylum seekers/refugees, new migrants, veterans).

- Building Better Regions (BBRF) Round 5 (Closed 05/03/2021): Funds projects involving construction of new infrastructure or upgrade of existing infrastructure, and also new or expanded local events, strategic regional plans, leadership and capability building activities.
- Stronger Communities Program Round 6 (Closed 22/03/2021): Up to $20,000 ($150,00 per electorate) to fund small capital projects to improve community participation, vibrancy, and viability. Federal MPs identify potential projects and invite applications from their electorate.
- Community Development Grants Program (limited information currently available)
- Stronger Regional Communities Program (funding not currently open)

2.2 Policy Context: International

Practice Domain	Policy Name and Purpose	Relevance to Geelong, Corio, Norlane, Whittington
ALL DOMAINS	Leveraging Megatrends for Cities and Rural Areas (OECD): Identifies regional megatrends in cities and rural communities around the world. Advocates for place-based policies to address weak economic growth and "public discontent". Notes three global megatrends: digitalisation, automation, and technological changes; demographic changes (urbanisation, ageing, migration); and climate change and resource scarcity.	Discusses some of the issues experienced locally from a global perspective.
	New Urban Agenda and National Urban Policy (UN): Endorsed by Australian government in 2016, but rarely realised as responsibility rests with local authorities.	Discusses some of the issues experienced locally from a global perspective.
	Triple Helix Model of university–industry–government relations: An analytical model that describes how institutional arrangements and policy models work together dynamically. Particularly focused on innovation but also relevant to community development. Used in a range of international settings.	
LIVEABILTY	UNESCO City of Design. Designated in October 2017, Geelong is one of 466 members and one of 38 Cities of Design, with comparable cities being Dundee (Scotland) and Detroit (USA). UNESCO Creative Cities Network (UCCN). The City of Design designation is about using creativity and innovation to build more sustainable, resilient, and inclusive communities. It fits perfectly with Geelong's 30-year, community-led vision to be internationally recognised as a Clever and Creative City–region.	Under this designation the City of Greater Geelong has a commitment and an officer to bring better design to urban development and local communities.

Table 2.1: International Policy Context

2.3 Policy Context: Federal

Practice Domain	Policy Name and Purpose	Relevance to Geelong, Corio, Norlane, Whittington
EDUCATION	Smarter Schools National Partnership for Low Socioeconomic Status School Communities (2008–2009, 2014–2015) was a comprehensive strategy focused on the learning and wellbeing of disadvantaged students to support transition to further education, work, and community participation. It distributed about $1.5 billion to over 1700 schools in disadvantaged communities, with extra funding from states and territories. One evaluation found mixed results ("hit and miss"), with funding levels too low for real impact and many deserving schools missing out. National Partnership on Youth Attainment and Transitions (2009) aims to retain young people in education, and improve their transition to further education, training, or employment to align with the Council of Australian Governments' goal of a 90% upper secondary (Year 12 equivalent) attainment rate by 2015. It clarified actors' responsibilities to achieve targets and provides funding to programs related to student engagement, attainment, and transition. Evaluated in 2014, it showed some limited success, but confirmed the need to keep young people at school rather than wait until they disengage to launch support programs. National Partnership Agreement on Skills Reform (2008, renewed in 2012): detailed national reforms, including a new entitlement to a subsidised training place for up to the first Certificate III qualification, and income-contingent loans for Diploma and Advanced Diploma qualifications. An evaluation concluded that this program had failed; its rollout coincided with sliding enrolments and completion rates, declining satisfaction, deteriorating course options, cost-shifting to students and a series of quality disasters. NAPLAN: Student performance monitored nationally since 2008 via the National Assessment Program – Literacy and Numeracy. Currently assesses students in Years 3, 5, 7, and 9 in reading, writing, language conventions (spelling, grammar, punctuation), and numeracy. National Aboriginal and Torres Strait Islander Education Strategy: Started in 1989 but remains current. Focuses on attendance and engagement, transition points, early childhood transitions, workforce and Australian Curriculum. National Regional, Rural and Remote Education Strategy: released in 2019 as a result of Halsey Review recommendations. Led by National Regional Education Expert Advisory Group. Additional Financial Support for Regional Students: Fares Allowance: for eligible regional students who must move away from home to study. Youth Allowance: extra $12,000/year for regional students living away from home.	Data indicates young people in Geelong and Corio, Norlane, and Whittington have much lower Year 12 completion rates than the Victorian average. See NAPLAN results over time. Several interventions have sought to improve local educational participation and outcomes, boost school performance in "disadvantaged" areas, and support young people to finish Year 12 and enter higher education. Little change in key indicators suggests need for more targeted interventions (early years, school completion, further education, ATSI and low-SES students). Relevant to local ATSI communities.

EDUCATION	Independent Review into Regional, Rural and Remote Education (Halsey Review, 2017): examined challenges faced by regional students, recommended actions to improve outcomes for all education levels. Noted education policy mainly a state government responsibility, and significant policy hurdles re: dual enrolment with TAFE providers. Successful Outcomes for Regional and Remote Students in Australian Higher Education: Highlights role of HEPPP funding to support students from equity groups (including regional and low SES). Reported 33.1% increase in regional students participating in undergraduate studies from 2008–2015.	
HOUSING	National Housing and Homelessness Agreement/ National Partnership Agreement on Homelessness (from 2019): Australian and State government commit $1.1 billion to the National Affordable Housing Agreement to help people who are homeless or at risk to achieve sustainable housing and social inclusion. Targets jurisdictional specific priorities including supply targets, planning, zoning reforms, and renewal of public housing. National Rental Affordability Scheme (from July 2008): Gives investors annual incentives (tax credits if paying tax, grants if not) for 10 years to create 50,000 new affordable rental properties for low- and mid-income households at 20% below local market rents. Scheme ended for new property incentives in 2014 after 37,142 units built. Commonwealth Rent Assistance: For people on a range of welfare payments renting from private or community housing providers. Fills gap between actual rent and "rent threshold" (usually 30%-plus of income paid in rent). Support for home ownership: Direct support via First Home Owners Grant Scheme, First Home Super Saver Scheme, First Home Loan Deposit Scheme. All assume regular employment and capacity to save. Also indirect supports for homeowners: negative gearing, non-taxing of capital gains from housing sales (after one year), primary residence not considered an asset in calculating social welfare benefits. Negative gearing: Tax concession allowing landlords to deduct the costs and losses of owning a rental property from their overall income. Massive inflow of investors into property market from 2001. Settlement of African Australian in regional areas: Featured in Federal Immigration Policy. Some evidence it produces better outcomes for both housing and employment, but also some questions about its sustainability. Housing Australia (2017): Housing price and rents growth are lowest in regional Australia. Regional housing impacted by a range of fiscal, transport, infrastructure, and population policies (many controlled federally).	Many low-income residents on Commonwealth Rent Assistance, and/or need social housing. Few residents can access schemes to support entry into home ownership. Investors buying some Corio, Norlane, Whittington housing stock to rent out. Notable local settlement of refugees (including Karen, Afghan, African).

EMPLOYMENT	**Building Australia's Future Workforce**: (1) Centrelink payments to unemployed people: comes with "mutual obligations" to actively seek work and report income. Payments are well below the poverty line. (2) Job Services Australia: provides unemployment services via sub-contracted service providers, paid on a sliding scale based on the level of difficulty in securing a job for the unemployed person. **Regional Jobs and Investment Packages (RJIP):** Funding packages for Australian regions to diversify their economies and support sustained growth and employment. Geelong is a pilot region; received $20million for these projects. Regions at the Ready: Report, Federal Inquiry by Select Committee on Regional Development and Decentralisation. **Government Economic Plans (Annual Federal Budget)**: Initiatives to foster growth in regional areas and enable the government to deliver specific services. Submission to Inquiry into Regional Australia: Proposed that the four main industries most relevant to modern regional Australia are tourism, food processing, creative industries, and advanced manufacturing. Future of Regional Jobs: Geelong is doing relatively well in increasing tertiary qualifications and is experiencing an increase in construction jobs. Regional Learning Systems are proposed as an approach to build jobs prosperity. Decentralisation Policy: Federal Government committed to decentralisation of Federal Agencies. Offers a general review of the advantages and challenges associated with this process.	Key Geelong agencies (Matchworks, GForce, Northern Futures) provide services to various unemployed groups. Local RJIP-funded projects: $1.9m for advanced glass manufacturing in north Geelong; $162,000 for Moolap wood briquette plant; $95,000 for Norlane maintenance and innovation facility. One small Norlane project (trucking innovation), two in nearby suburbs. Geelong cited as a successful decentralisation case study (social insurance hub). NDIS Geelong cited as well-timed decentralisation process.
HEALTH & WELLBEING	National Strategic Framework for Rural and Remote Health: Aims to support policy development. Identified five key outcome measures: access; service models and models of care; health workforce; collaborative partnerships/local planning; and strong leadership/governance/transparency/performance. Stronger Rural Health Strategy: Aims to ensure workforce is distributed across the country according to need. Includes greater focus on nursing and allied health contributions to multidisciplinary team model of primary care. National Preventative Health Strategies: Aims to help all Australians improve health across life span via early intervention, better information, and targeting risk factors. Rural and remote consultation held December 2019. Key factors: attracting an appropriate workforce, move away from sickness model to health model. **National Disability Insurance Scheme:** Additional tailored support for people with disability. National Mental Health and Suicide Prevention Plan: A key outcome of the fifth plan is achieving integrated regional planning and service delivery. To be achieved by guiding LHNs and PHNs to develop joint regional plans.	Overarching frameworks to influence all regional health services. Many NDIS clients living in Corio, Norlane, and Whittington.

LIVEABILTY	**City Deal:** Formal agreements across all three levels of government to develop "place-based" partnerships to stimulate growth, employment, and urban renewal; $382.48 million over 10 years. **National Cities Performance Framework**: Geelong is included. This framework measures performance on jobs and skills, housing, infrastructure, liveability, innovation, and planning. Data dashboard here. Regional databases on economic growth, household wealth, educational qualifications, occupations, income, and social capital here. **Roads to Recovery Program**: Supports road maintenance to enable safety, social, and economic outcomes. Geelong to receive $10.9 million over life of project. **Regional Rail Revival Package**: $10 million for Geelong Rail Line Upgrade (planned Armstrong Creek corridor extension). **National Urban Policy**: Aims to facilitate supply of appropriate mixed-income housing, support affordable living, improve accessibility of movement around cities, and support community wellbeing. Creating Places for People: An Urban Design Protocol for Australian Cities: Set of principles for urban design, aligned closely with universal design. Our Regions Rising: Policy Hack Summary 2019: Conference attendees were invited to participate in a "hack session" to problem-solve some major issues facing regional Australia. Key emergent themes: 1) Investing in "soft" infrastructure (e.g. human capital, liveability), 2) Governments and regions working together, 3) Empowering regions through flexible and place-based policy, and 4) Shifting the narrative from the current country/city binary. Regions 2030: Unlocking Opportunity: Industry Growth Centre in Geelong cited as an exemplar of regional jobs development. Provides an overview of the national vision for regional development.	Nothing specific for three localities, but involves improvements to Central Geelong that may impact residents. Provides citywide data on these domains but can't drill down to specific areas. Geelong Youth Activity Precinct won 2010 Australia Award for Urban Design.

Table 2.2: Federal Policy Context

2.4 Policy Context: Victoria

Practice Domain	Policy Name and Purpose	Relevance to Geelong, Corio, Norlane, Whittington
EDUCATION	Partnerships Addressing Disadvantage (PADs): Innovative way to reduce deep-seated disadvantage and provide demonstrably better outcomes for vulnerable Victorians. Proposals in policy areas of vulnerable children (age 5–14, or school years 1–10) and disengaged youth (age 15–24). Closed 10 September 2018. Consortium led by Berry Street Victoria, Victorian Aboriginal Child Care Agency (VACCA), and Melbourne CityMission chosen to progress to Joint Development Phase. Social Impact Bonds Pilot Program (COMPASS): Co-delivered by Anglicare Victoria and VincentCare, combines individualised case management, specialist support, and stable housing to improve outcomes for young people leaving out-of-home care. Expert Advisory Panel for Rural and Regional Students: A 2019 panel report made eight recommendations for change. Every local challenge requires a local approach and solution; the vast majority of regional Victorian students are receiving good education, but rural and remote teachers face both common and distinct challenges. Regional Performance Framework: Supports measurement and monitoring of regional schools' performance. Skills First: Offers access to targeted and relevant training for students in regional areas. Aim is for training to align with industry and local needs. Funding provided for placements, coordination, and elimination of "dodgy operators". TAFE Asset Maintenance Fund: Included funding in 2019–2020 Victorian State Budget to upgrade Geelong TAFE Campuses, but few specifics available online. Regional and Specialist Training Fund: Available in 2019, targeted to support training in regional and specialist areas for specific skills not currently being met by the training market.	No specific reference to these localities, but could be relevant. No specific reference to these localities.

HOUSING	**Journey to Social Inclusion:** Sacred Heart Mission is delivering a scaled-up version of this program, which has shown promising signs of ending the cycle of chronic homelessness by taking a relationship-based, trauma-informed, and strengths-based approach in the context of long-term assertive case management and access to rapid housing. **Homes for Victorians:** Support for low-income people to buy homes, tenancy reform to promote stability and affordability for renters, and renewal and expansion of public/social housing stock. Big Housing Build **(BHB):** Minimum investment commitment to regional governments with significant growth to build social housing. Homes for Victorians – Changes in housing and renting: First Home Owner Grant doubled in regional Victoria (now $20,000 for new homes up to $750,000). Refugee Resettlement in Regional and Rural Victoria: Impacts and Policy Issues: Settlement in Geelong is encouraged by the Federal Government, and the City has long been a destination for direct settlement. However secondary migration to other areas (i.e. Colac) is also occurring to address skill shortages and population decline.	Geelong received $180 million from BHB scheme. Committed to build new social housing and revitalise existing public housing estates, especially in Norlane and Whittington.
EMPLOYMENT	**Social Procurement Framework (2019):** For projects under $1 million in regional areas. Government buyers seek opportunities to procure directly or indirectly from relevant Victorian social enterprises (those creating job readiness and employment opportunities for disadvantaged Victorians). Suppliers must commit to employment/training outcome targets. Jobs Victoria Fund (Now Open): Wage subsidies up to $20,000 for eligible employers hiring jobseekers from priority groups (women, people over 45 or under 25, long-term unemployed, people with disability, Aboriginal and Torres Strait Islander people, asylum seekers/refugees, new migrants, veterans). Launched 26 March 2021. Regional Development in Western Australia (2016): Example of regional development policy from another Australian state. Actions identified to activate regional change included strong leadership and accountability in the regions, and agreement on comparative advantages to develop region-specific branding. Includes pipeline of large, transformational investment projects aligned with government priorities; transparent investment prioritisation framework and evaluation framework; creation of innovation hubs to connect local communities and businesses with government, industry, innovators and financiers. Regional Jobs and Infrastructure Fund: Includes the Regional Skills Fund. Victoria's overarching regional development package, which focuses on major projects, employment, and communities.	Past policy ensuring long-term unemployed Corio/Norlane residents were hired on housing renewal projects. Now applicable to Lara prison precinct expansion. For up to 20 full time employees. Priority groups align with target suburb profiles. Person must be hired *before* funding application lodged. Shows how it has been done elsewhere. $2.1 million given to Geelong-based projects in 2020. Some specifically identified in Corio/Norlane/Whittington

HEATLH AND WELLBEING	Rural and Regional Health Partnerships: Established in 2016 and has since expanded. Includes a "Domain of Partnership Survey Questionnaire", which will evaluate their function in accordance with shared goals. Statewide Design, Service and Infrastructure Plan for Victoria's Health System 2017–2037: Includes section on rural and regional services, which underwent a consultation process, including scan of international plans. Notes health responsibilities shared by Federal and State Governments. Victorian Health Priorities Framework 2012-2022: Rural and Regional Health Plan Provides an overview of the rural and regional healthcare system as it was in 2011. The priorities identified included developing a responsive system, improving all Victorians health and wellbeing, expanding service and workforce capacity, increasing financial sustainability and productivity, implementing continuous improvement and innovation, increased accountability and transparency, and e-health and communication technology.	Barwon Health is a lead partner, and also works with a range of service partners throughout the region.
LIVEABILITY	Regional Development Partnerships via Regional Development (RDP) Victoria: Aims to enable local communities to develop initiatives to meet their challenges and opportunities. Local RDP: Barwon Regional Partnership. Seeks to achieve outcomes in transport connectivity, liveability, climate change, business and innovation, equity and wellbeing, education and tourism. Urban Design Charter: Set of 11 principles to make cities and towns more liveable. Supported by Urban Design Guidelines. Regional Community Leadership Program: Capacity-building program to develop leaders from local communities, auspiced by Regional Development Victoria. Regional Growth Plan – G21: Overview of growth in the Geelong region, auspiced by Victorian State Government. 2020/2021 Victoria State Budget: A range of funding announced for Geelong, including building works, supporting tourism, Great Ocean Road revitalisation, subsidies and incentives under the Jobs for Victoria initiative, transition to clean energy, digital futures, agricultural development, post-pandemic business recovery, and building skills. Victoria in Future 2019: Includes population projections for all regions of Victoria. Barwon-South Western Region Community Profile: Provides region's overall statistics, 2015 (most liveability areas).	Development of School and Family Community Hubs in Whittington, based on Doveton Model; construction of Northern ARC Health and Wellbeing Hub in Corio (proposed but not funded, now known as NACH Northern Aquatic and Community Hub); Regional Digital Plan. Geelong projected to grow by over 100,000 people by 2036, Surf Coast and Moorabool at even faster rates.

Table 2.3: Victorian Policy Context

2.5 Policy Context: City of Greater Geelong

Policies and plans at the city, sectoral, and local levels are considered and analysed in more detail in Part B.

Practice Domain	Policy Name and Purpose	Relevance to Corio, Norlane, Whittington
EMPLOYMENT	GROW Geelong Regional Opportunities for Work: funded by G21 and State government to ensure local procurement and employment of unemployed residents by local companies (see Section 5: Case Studies, p. 61). Skilling the Bay: Funded by the Victorian State government but delivered by local agencies, including The Gordon for training and Northern Futures for job placement. A highly effective program that was defunded in 2020. Carbon Nexus Facility: Partnership between Geelong Manufacturing Council, CSIRO , Deakin. Created 1400+ jobs, plus 600 new jobs from companies developed in the hub. Cited as an example of how collaboration hubs can make innovation and "Industry 4.0" work. RISE Regional Industry Employment Program. Connects jobseekers to training and employment in construction industry.	Widely used locally to encourage training and employment of long-term unemployed residents. Works with Northern Futures and other local organisations to engage long term unemployed in training and jobs
HEALTH AND WELLBEING	Coasthaven Community Garden: Located on a site that includes an aged care facility, community hub, neighbourhood cafe, and community housing. Distributes food to members (including "care packages"). Norlane Neighbourhood House (via Social Infrastructure Plan): ACCESS program for new African migrants Northern Geelong Growth Area Plan: Includes major plans for sports and recreation facilities, with a linear park, networks of active open spaces and parks, sub-regional sports reserves and facilities, two indoor recreation centres. Municipal Public Health and Well Being Plan 2018-20: Prioritising safety and food security.	Norlane Neighbourhood House renewal. Includes Norlane and Corio Safety and food security highly relevant to the three areas.

LIVEABILITY	**Neighbourhood Renewal Program (NRP)** (2003–2010): Multi-pronged State Government program to revitalise public housing, open spaces, schools, and health services in localities across Victoria, including Corio and Norlane. **Social Infrastructure Plan (SIP) for the City of Greater Geelong:** Corio and Norlane projects: new public toilets; upgrade key community centres, Corio Library, Northern Aquatic & Community Hub, Whittington Reserve; extend cycle network. Community Hub: investigate consolidating facilities and new multi-use intergenerational centre; Aldershot masterplan design; expand Splashdown Aquatic Centre and Norlane Purnell Road Early Years Centre. **Redevelopment of Spruhan Avenue Hub**: Funded by CoGG ($40,000) and a Percy Baxter Foundation grant ($240,000). Five-bedroom home contributing to the Norlane Community Initiatives Hub: residents live on site and work with community members to offer neighbourhood hospitality, care, and programs. Northern Geelong Growth Area Plan: Includes extensive plans for social infrastructure including a cultural hub, two community centres, two neighbourhood centres, two integrated children's centres, two maternal and child health centres, two kindergartens, five daycare centres, one health and wellbeing centre, eight primary schools, two secondary schools, one policy and justice centre, and one emergency service hub. Clever and Creative Geelong Project: Engaged local manufacturing companies to deliver a range of services to the community, thereby encouraging growth in digital services. Supported by the Smart Cities and Suburbs program from the Federal Government's Department of Infrastructure. G21 Geelong Region Plan: Strategic framework and vision looking towards 2050 and addressing environment, settlement, land use, community cohesion, and the economy. Norlane Community Initiatives: Grassroots local organisation. Specific plans to engage with issues around disability, multicultural populations, Aboriginal Geelong, new technologies, public art, domestic violence, and urban planning are considered in detail in Part B of this report.	NRP: included Corio and Norlane. See Section 5. Outlined at left. Includes plans for urban regeneration of Corio, Norlane, and Whittington; Corio/Norlane Structure Plan Project; water and sewer upgrades between Corio and Lara, targeting infill and high-density options. Relevant primarily to new growth corridors rather than the three areas General strategic planning document for City of Greater Geelong Concerned with whole G21 area but includes a commitment to addressing disadvantage. Area- and group- specific plans are highly relevant (see Part B).
HOUSING	**Social Housing Policy**: Comprises funds and a commitment to build and secure new social housing, and also renovate existing public housing stock, which is heavily concentrated in Norlane and Whittington.	Highly relevant to all three areas, with concentrated public housing needing upgrade and low-income residents needing social housing.

Table 2.4: Local Policy Context

2.6 Policy Context: COVID-19

Practice Domain	Policy Name and Purpose	Relevance to Geelong, Corio, Norlane, Whittington
HOUSING	Federal: Encouragement for renters and landlords to directly negotiate rental discounts or rent holidays. Bans on evicting renters for non-payment of rent. State: Victorian Government allocated $420 million in land tax relief to landlords who give discounts to tenants and $80 million for residential renters facing hardship.	Eviction bans and rent variations may have assisted some residents (although nationally the percentage of tenants granted a rent variation was reportedly low).
EMPLOYMENT & INCOME SUPPORT	Federal: JobSeeker Coronavirus Supplement: short-term increase in income support payments (unemployment benefit); JobKeeper: short-term wage subsidy enabling employers (and some self-employed people) to retain and pay staff. Both payments began in March 2020, reduced over time, and ceased in late March 2021. JobSeeker (formerly Newstart Allowance): the JobSeeker Coronavirus Supplement was initially $550/fortnight, bringing the maximum payment to $1100/fortnight. The Coronavirus Supplement was reduced to $250/fortnight from September 2020 (making the maximum payment $800/fortnight), then $150/fortnight (from January 2021). From 1 April 2021, the maximum JobSeeker payment is $620.80 (single person, no dependent children) or $667.50 (single, with dependent child or children). This includes a $25/fortnight increase to the original baseline rate, which is accompanied by increased mutual obligation requirements. JobKeeper: the full payment was initially $1500/fortnight, reduced to $1200 (from September 2020), then $1000 (from January 2021). JobSeeker ended late March 2021 (BDO Australia, 2020; Services Australia, 2021).	Unemployed residents received larger payments via the JobSeeker Coronavirus Supplement. Local businesses received JobKeeper, which was paid on to employees. Cessation of both payments from March 2021 will put added financial pressure on local households
LIVEABILITY	2020/2021 Victorian State Budget: A range of funding for Geelong, including building works, tourism support, Great Ocean Road revitalisation, subsidies and incentives under the Jobs for Victoria initiative, transition to clean energy, digital futures, agricultural development, building skills, and business recovery post pandemic.	

HEALTH AND WELLBEING	Additional funding for mental health and telehealth services (various jurisdictions and levels of government).	
EDUCATION	State: Tutor Learning Initiative 2021: Additional $250 million funding to support students whose learning was disrupted by the COVID-19 pandemic. Schools must use funding to engage tutors to provide targeted teaching to students identified as needing support. The base-level allocation per school is $15,000, with additional loadings based on student enrolments and disadvantage. The model encompasses both small-group and individual learning, delivered in-school and/or outside of school. Funds must be spent during 2021.	Highly relevant for local students who fell behind during COVID-19, including those who faced difficulties with home schooling.

Table 2.5: COVID-19 Policy Context

SECTION 3: Review of Key Academic Research

This section presents a comprehensive summary of key research on the social and economic factors that drive outcomes for communities affected by disadvantage, and on interventions used globally to improve outcomes for these communities. The discussion is structured around four categories, according to the focus of the research: inequality data, COVID-19 impacts, socioeconomic factors, and interventions. This review focuses primarily on research that addresses the latter two categories: socioeconomic factors, and interventions. Most of the research profiled in this section comprises academic literature (peer-reviewed journal articles, books, and book chapters), but some credible grey literature was also included (key reports).

The "Socioeconomic Factors" and "Interventions" sub-sections (below) are structured differently, as each is informed by the different nature of the research question it seeks to answer. The Socioeconomic Factors section focuses not on describing the content of the articles, but rather on an analysis of the factors pertaining to each Practice Domain. The Intervention section focuses on the nature of the interventions, rather than their spread, so takes the more traditional form of a systematic review by describing the key themes; in this case, these are the most common "types" of interventions, specific examples, and findings from evaluations of these examples.

3.1 Methodology

A comprehensive search of academic databases was conducted. The search returned 3091 peer-reviewed journal articles, books, and book chapters. A systematic review process was followed to narrow the sample to 199 articles based on relevance to two research questions. The systematic review process was conducted in two phases: data collection, followed by data analysis.

Data Collection

- Develop predefined search strategy to answer the following two research questions:
    - What are the social and economic factors that drive outcomes, particularly for communities affected by disadvantage?
    - What interventions have been used globally to address these social and economic factors to improve community outcomes?
- Systematic searches of the published literature using nine major databases, with publication dates from 2010 onwards, English-language only, and using initial key words
- Refine key words based on the quantity and relevance of returned items
- Systematic searches of the published literature using refined key words
- Filter returned items by one researcher via the title and abstract
- Filter returned items by two researchers via the main text for the final selection of articles
- Exclude non-relevant returned items. Items were excluded on a range of grounds, principally on relevance to the two research questions, and whether the studies were relevant to the research context. This meant the search was limited to Western democratic nations (i.e., Australia and New Zealand, Canada, all European member countries of the EFTA and EU, the UK, and the US).

Data Analysis

The following six domains were then used to classify the data:

- Study (article type, authors, year, title)
- Practice Domain (either Education, Housing, Liveability, Employment, Health and Wellbeing (or combinations thereof)
- Social and/or economic factor evidenced (if classified as "Factor" article)
- Nature of intervention (if classified as "Intervention" article)
- Evaluation done (yes/no, type)
- Country of study
- Citation count.

In addition, the following details are included in the Appendices at the end of this report: Keywords; Findings (if these could be readily summarised); Abstract.

Search Engines and Databases: Nine search engines and databases were used: SCOPUS, ProQuest, Web of Science/MEDLINE, JSTOR, Informit, Analysis and Policy Observatory (APO), Research Papers in Economics (RePEc), OpenGrey, Australian Institute of Health and Welfare (AIHW).

Initial Keywords/Search Terms: Initial keywords were collated via liaison with CoGG (see Appendix A).

Keyword Refinement: After an initial Scopus search on the full list of original search terms returned 4,420,541 document results, the search terms were iteratively refined to narrow the list of articles. The final list of search terms described seven research parameters: impact, process, outcome, initiative, context, context exclusions, Practice Domain, and research period. The final list of terms was:[3]

- Impact: Social inclusion OR Social inequity OR Social exclusion OR Social integration OR Social disadvantage
- Process: Civic participation OR community-building OR Community building OR Community development OR Community integration OR Community engagement
- Outcome: Policy OR policies OR program OR programme OR strategy
- Initiative: Program OR initiative OR intervention
- Context: National OR international OR COVID OR COVID-19 OR pandemic
- Context exclusions: China, India, Latin America, Indonesia, Philippines
- Practice Domain: education OR employment OR housing OR liveability OR health OR wellbeing OR well-being
- Research period: > 2010

[3] The following Boolean search string was generated from these search terms:
(TITLE-ABS-KEY (("social inequity" OR "social inequality" OR "social exclusion" OR "social disadvantage" OR "economic disadvantage" OR "low income" OR "low-income" OR "seifa" OR "poverty" OR "marginalised" OR "inequality") AND ("civic participation" OR "community-building" OR "community building" OR "community development" OR "community integration" OR "community engagement" OR "social development" OR "economic development" OR "neighbourhood Renewal") AND ("policy" OR "policies" OR "program" OR "programme" OR "strategy" OR "initiative" OR "intervention" OR "strategies" OR "stimulus" OR "social inclusion" OR "social cohesion" OR "revitalisation" OR "regeneration" OR "Best practice" OR "best-practice") AND ("local economies" OR "state" OR "national" OR "international" OR "place-based" OR "neighbourhood" OR "neighborhood" OR "COVID" OR "COVID-19" OR "pandemic") AND ("education" OR "employment" OR "housing" OR "liveability" OR "health" OR "wellbeing" OR "well-being") NOT ("India" OR "China" OR "Latin America" OR "Philippines" OR "Indonesia")) AND PUBYEAR > 2010)

This process narrowed the material down to 244 relevant sources, which were then evaluated through content analysis of abstracts. A final list of 199 sources was retained for analysis.

Analysis was then based on categorisation of the source material into four types: Socioeconomic factors, interventions, COVID-19 impacts, or inequality data. For the first two categories, the analysis determined:

1. For "Factors": What are these factors? What Practice Domains are they relevant to?
2. For "Interventions": What was the intervention? Which country was it based in? What Practice Domains were addressed? What are the claimed impacts or outcomes, and has the intervention been evaluated?

3.2 Findings

Each individual database search returned the following number of articles:

Search Order	Database	# Articles Title-Evaluated (most relevant first)	# Articles Selected for Abstract Evaluation	# Articles Retained After Abstract Evaluation	# Articles Rejected After Abstract Evaluation
1	Scopus	1345	186	107	79
2	ProQuest	400	54	30	24
3	Web of Science	400	41	23	18
4	JSTOR	400	68	42	26
5	Informit	57	2	1	1
6	APO	336	40	32	8
7	RePEc	100	0	0	0
8	OpenGrey	37	6	0	6
9	AIHW	16	4	4	0
	TOTAL	3091	401	239	162

Table 3.1: Database Search and Filtering Results

The literature flow is illustrated in Figure 1 (below). The search process involved the following steps:

- 3091 articles rejected as irrelevant to research question(s) on the basis of title
- 401 articles selected for abstract evaluation to determine relevance to research question(s)
- 162 articles excluded as not relevant
- 239 articles retained for full-text analysis
- 49 full-text articles excluded
- 190 articles retained for analysis
- 9 articles added from other sources.

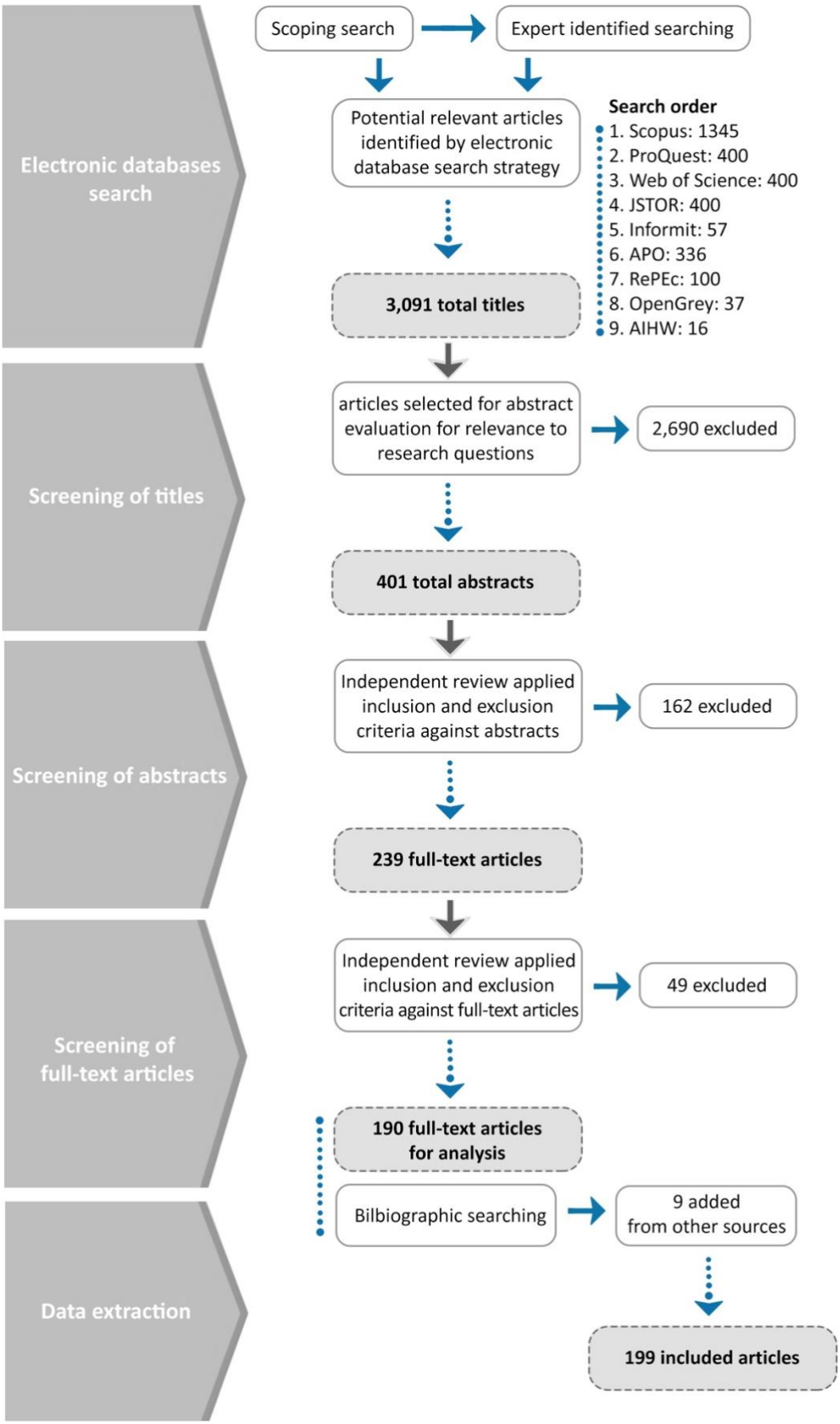


Figure 3.1: Literature Flow

3.3 Analysis

In 2012, Wiesel et. al published a systematic review of Australian policy, practice and literature on the processes that lead to concentrations of disadvantage; the processes that contribute to spatial disadvantage, and urban policy responses to concentrations of disadvantage (Wiesel & Pawson, 2012). They identified the structural causes of spatial disadvantage as principally labour market, housing system and policy drivers. The work also identified the features of locations that negatively impact the life chances of residents as a combination of neighbourhood effects (whereby living in a poor area compounds individual disadvantage) and correlated neighbourhood effects (the physical factors that disadvantage areas that are consequences of spatial disadvantage for local residents i.e., the housing stock and an area's location relative to employment and services).

Follow up work in Australia identified that a range of policy domains are potentially relevant to remediating locational disadvantage (Pawson, Hulse, & Cheshire, 2015). As state and local governments have had to rapidly respond to changing needs across these domains, as the COVID-19 pandemic has accentuated some issues facing disadvantaged communities ahead of others, there is need to understand how research has advanced in relation to the causes and impacts of disadvantage, and how the landscape has shifted during the pandemic in order to prioritise resources.

Here we analyse the data in relation to the four content categories: inequality data, COVID-19 impacts research, socioeconomic factors research, and interventions research. First, it is worth noting the spread of article categories. Of the 199 academic articles retained for analysis, 103 focused on interventions that have been used in different localities around the world to improve outcomes for communities affected by disadvantage; 82 articles were about the social and economic factors that drive outcomes for communities affected by disadvantage; 11 articles discussed relevant socioeconomic impacts of the COVID-19 pandemic, and three articles presented recent Australian data on inequality. For full lists of articles across the four content categories, see Appendix C.

3.3.1 Inequality Research

The bulk of the inequality data came from the *Inequality in Australia 2020* report (a two-part report, with an outcomes and factsheet summary), published by the Australian Council of Social Service in partnership with the University of New South Wales (Davidson, 2020a; Davidson & et al., 2020; Davidson et al., 2020a). The analysis identified a wide income gulf between people with the lowest incomes and those with the highest incomes.

3.3.2 COVID-19 Impacts Research

Eleven articles addressed the way that COVID-19 has impacted the social and economic factors that drive outcomes for communities affected by disadvantage. In selecting these articles, inclusion/exclusion criteria were based on their relevance to the Australian study context. Hence, most of the included articles explicitly focused on Australia (A.C.S.C, 2020; Cortis & Blaxland, 2020; Davidson, 2020b; Guaralda et al., 2020; Lab, 2020; Wilson, 2020), three consider global impacts (Cattapan et al., 2020; Pineda & Corburn, 2020; van Barneveld et al., 2020), and one focuses on UK impacts (Tinson, 2020).

At the time of writing only the global papers had been cited by other researchers, reflecting their larger target audiences. Pineda and Corburn's work on disability and urban health equity was heavily cited for such a recent publication, perhaps reflecting the fact that already-disadvantaged cohorts have been hardest hit by the pandemic. The study concludes that "the current pandemic [can] be viewed as an opportunity for significant urban health reforms on the scale of the sanitary and governance reforms that followed nineteenth century urban epidemics" (Pineda & Corburn, 2020: 1).

3.3.3 Socioeconomic Factors Research

Eighty-two articles focused on the social and economic factors that drive outcomes for communities affected by disadvantage. Table 3.2 shows the geographic spread of studies. The bulk of studies (60 percent) were from the US and Australia. While filtering results for relevance to the research question biased Australian articles, the high number of Australian studies nevertheless reflects a large body of work by Australian researchers in this area.

Country	# studies
Australia	27
Canada	5
Europe	2
Global	9
Netherlands	1
New Zealand	1
Non-context specific	5
Norway	1
UK	10
US	21

Table 3.2: Countries of Study in the Sampled Literature

Socioeconomic Factors in Relation to Practice Domains

Table 3.3 (below) below shows the spread of Practice Domains across the articles.

Practice Domain	# studies
All Practice Domains	16
Education	5
Education, Housing, Health & Wellbeing	1
Employment	2
Employment, Health & Wellbeing	2
Health & Wellbeing	30
Health & Wellbeing, Liveability	1
Housing	9
Housing, Employment	2
Housing, Health & Wellbeing	5
Housing, Liveability, Health & Wellbeing	1
Liveability	4
Liveability, Health & Wellbeing	2

Table 3.3: Practice Domain Spread: Articles on Factors Driving Outcomes for Disadvantaged Communities

By far the greatest number of studies (30) were in the Health and Wellbeing Practice Domain, with a further 12 including Health and Wellbeing in combination with other domains. Significantly, 16 studies spanned all domains, with a further 14 studies spanning at least two domains. Outside the Practice Domain of Health and Wellbeing, only 20 studies focused on a single domain, with the majority of these (nine) looking at housing. As a recent Productivity Commission report on inequality in Australia puts it, the high number of studies spanning more than one Practice Domains reflects the fact that:

> Disadvantage is a multidimensional concept that can take the form of low economic resources (poverty), inability to afford the basic essentials of life (material deprivation) or being unable to participate economically and socially (social exclusion) (2018: 8).

The report also notes that certain groups are more likely to experience income poverty, social exclusion, and deprivation: these groups include people with disabilities, unemployed people, Indigenous Australians, and people living in single-parent families.

After Health and Wellbeing, Housing was the next most frequently studied Practice Domain. It was discussed in 34 articles, with most of them (25) linking Housing to other domains. As Coley et al. explain, housing issues impact and are impacted by other issues related to disadvantage. The researchers emphasise that their results "highlight the importance of assessing families' holistic bundle of housing and neighbourhood characteristics rather than attempting to isolate unique effects of characteristics that are inherently interrelated" (Coley et al., 2014: 37).

Here we examine the socioeconomic factors identified as contributing to unequal outcomes for disadvantage communities across the five Practice Domains, both within the whole sample and then within each Practice Domain. Unsurprisingly, there is no agreed list of factors across all five domains, as the field of study is vast, complex, and expanding. However, the following list gives some idea of the breadth of factors identified across the research fields, and some indication of their relative perceived importance, at least in terms of research coverage. Importantly, the list does not represent a meta-analysis of the relative importance of each factor, as that is beyond the scope of this review.

Overall, the following social and economic factors were identified as driving outcomes for communities affected by disadvantage. We include the numbers of publications that identified each factor. The factors have been categorised according to four contexts: Economic, Health, Social, and Urban Environment. Each context has also been subcategorised into 13 context determinates that are commonly recognised in the well-cited literature (see in particular (Pineo et al., 2018; Welfare, 2020). These subcategories are: Economy, Governmental Policy, Access to Healthcare and Social Services, Personal Health Status, Personal Behaviours, Crime and Safety, Employment and Work, Housing, Social Networks, Support and Exclusion, Socio-demographics, Socioeconomic Position, Neighbourhood Accessibility, and Physical Environment.

Context Category	Determinant	Factor	# Articles Identifying Factor	
Economic	Economy	Economic Conditions	1	4
		Education Funding	1	
		Energy Affordability	2	
	Policy	Government Policy (global)	1	9
		Government Policy (local and national)	6	
		Human Rights Policy	2	

Health	Healthcare and Social Services	Access to Health Information	1	13
		Access to Healthcare	3	
		Access to Services	9	
	Personal Health Status	Individual Health	8	11
		Early Childhood Experiences	1	
		Physical Activity Level	2	
Social	Behaviours	Personal Behaviours	2	4
		Personal Motivation	1	
		Cultural Activity	1	
	Crime & Safety	Antisocial Behaviour	1	22
		Crime	6	
		Neighbourhood Reputation	2	
		Neighbourhood Safety	11	
		Violence	2	
	Employment & Work	Access to Employment	3	13
		Employment	8	
		Skills	2	
	Housing	Housing	8	20
		Housing (access to Affordable Housing)	10	
		Housing (Home-making Practices)	1	
		Housing (length of tenure/stay)	1	
	Social Networks, Support & Exclusion	Quality of Social & Familial Networks	7	29
		Sense of Belonging	1	
		Social Capital*	8	
		Social Cohesion	2	
		Social Diversity	3	
		Social Engagement	2	
		Social Exclusion	3	
		Discrimination	3	
	Socio-demographics	Area (Neighbourhood) Effects**	2	6
		Demographics	3	
		Neighbourhood Income Mix	1	
	Socioeconomic Position	Education Level	9	35
		Educational Opportunity	2	
		Income (including Poverty)	13	
		Intergenerational Transmission of Disadvantage	3	
		Residential Mobility***	6	
		Socioeconomic Status	1	
		Wealth	1	
Urban Environ-ment	Housing	City Size & Expansion Rate	1	5
		Housing Quality	4	
	Neighbourhood Accessibility	Access to Facilities/Amenities	6	17
		Access to Transport	6	
		Childcare (access to)	1	

		Food (Access to affordable and good quality)	4	
	Physical Environment	Physical Environment	10	10

Table 3.4: Social, Economic, Health, and Urban Environment Determinants for all Five Practice Domains

Health: Determinants and Factors

Next, we consider how these determinants and factors are represented across the five Practice Domains. As Rasanathan et al. explain, the Commission on Social Determinants of Health (CSDH) defines the social determinants of health (SDoH) as:

> the distribution of power, income, goods and services, globally and nationally...[and] the visible circumstances of people's lives – their access to health care, schools and education, their conditions of work and leisure, their homes, communities, towns and cities – and their chances of leading a flourishing life. "Social determinants" is thus… shorthand for the broad and complex array of social, political, economic, environmental and cultural factors which strongly impact on health status and equity (Rasanathan et al., 2011, p. 3).

Similarly, the World Health Organization's Commission on the Social Determinants of Health has defined the SDoH as "the conditions in which people are born, grow, live, work and age" and "the fundamental drivers of these conditions." Expanding on this, Bravemen and Gottlieb add that:

> The term "social determinants" often evokes factors such as health-related features of neighborhoods (e.g., walkability, recreational areas, and accessibility of healthful foods), which can influence health-related behaviour. Evidence has accumulated, however, pointing to socioeconomic factors such as income, wealth, and education as the fundamental causes of a wide range of health outcomes (Braveman & Gottlieb, 2014, p. 19).

As the Australian Institute of Health Welfare (2019) explains:

> Health inequalities (avoidable differences in health outcomes and life expectancy across groups in society) arise because of the conditions in which a person lives and works (Marmot et al., 2008). Social inequalities and disadvantage are closely linked with health inequalities and the dramatic differences in health experienced across groups in society (Marmot et al., 2008).

The Australian Institute of Health Welfare (2020) lists the SDoH in the Australian context as:

- Socioeconomic position
- Early childhood
- Family relationships
- Social support and exclusion
- Employment and work
- Housing and homelessness

In our sample, of the 82 articles that focus on the factors and social determinants of inequality in the five Practice Domains, 58 were in the domain of Health and Wellbeing, or Health and Wellbeing plus other domains. Table 3.5 indicates the social and economic factors these studies identify as driving health outcomes for communities affected by disadvantage. As in the broader research literature, housing and income stand out as key factors impacting health and wellbeing outcomes.

Context Category	Determinant	Factor	# Articles Identifying Factor	
Economic	Economy	Economic Conditions	1	4
		Education Funding	2	
		Energy Affordability	1	
	Policy	Government Policy (global)	1	3
		Government Policy (local and national)	1	
		Human Rights Policy	1	
Health	Healthcare & Social Services	Access to Health Information	1	11
		Access to Healthcare	2	
		Access to Services	8	
	Personal Health Status	Individual Health	7	9
		Early Childhood Experiences	1	
		Physical Activity Level	1	
Social	Behaviours	Personal Behaviours	2	3
		Personal Motivation	1	
	Crime & Safety	Crime	4	16
		Neighbourhood Reputation	2	
		Neighbourhood Safety	8	
		Violence	2	
	Employment & Work	Access to Employment	3	11
		Employment	6	
		Skills	2	
	Housing	Housing	8	18
		Housing (Access to Affordable Housing)	8	
		Housing (Home-making Practices)	1	
		Housing (Length of Tenure/Stay)	1	
	Social Networks, Support & Exclusion	Quality of Social & Familial Networks	5	23
		Sense of Belonging	1	
		Social Capital	6	
		Social Cohesion	1	
		Social Diversity	3	
		Social Engagement	2	
		Social Exclusion	3	
		Discrimination	2	
	Socio-demographics	Area (Neighbourhood) Effects	1	3
		Demographics	2	
	Socioeconomic Position	Education Level	9	28
		Educational Opportunity	1	
		Income (including Poverty)	12	
		Intergenerational Transmission of Disadvantage	3	
		Residential Mobility	1	
		Socioeconomic Status	1	
		Wealth	1	
Urban Environ-ment	Housing	Housing Quality	3	3
	Neighbourhood Accessibility	Access to Facilities/Amenities	3	8
		Access to Transport	3	
		Food (Access to Affordable & Good Quality)	2	
	Physical Environment	Physical Environment	6	6

Table 3.5: Health and Wellbeing: Social, Economic, Health, and Urban Environment Determinants

Education: Determinants and Factors

The determinants of educational outcomes are commonly categorised according to either genetic or environmental factors. These include family background, individual characteristics, and proximal learning settings, with environmental diversity accounting for as little as eight percent of the variance in educational outcomes (Rasanathan et al., 2011). Miller et al. (2001) report that in Australia, around 25 percent of the variance in educational attainment was linked to family background or common environmental factors. Cassen et al. identify socioeconomic status, home learning environment, and the school system as important educational outcome determinants (Cassen, Feinstein, & Graham, 2009).

The interactions between and relevant importance of these factors is a highly complex and contested field of study, and a detailed discussion is beyond the scope of this review. Here we merely isolate some common environmental factors identified in our research sample that may explain poor education outcomes for communities affected by disadvantage, acknowledging that individual health also has a major impact. We should stress, however, that educational outcomes yielded only a small sample of papers in our search – due to a focus on community-level intervention and socioeconomic inequality – so results are not exhaustive or representative. Table 3.6 (below) indicates the social and economic factors the studies identified as driving education outcomes for communities affected by disadvantage.

Context Category	Determinant	Factor	# Articles Identifying Factor	
Economic	Economy	Education Funding	1	1
	Policy	Government Policy (local & national)	1	1
Health	Healthcare & Social Services	Access to Services	2	2
	Personal Health Status	Individual Health	4	4
Social	Behaviours	Personal Motivation	1	1
	Crime & Safety	Crime	2	5
		Neighbourhood Safety	2	
		Violence	1	
	Employment & Work	Familial Access to Employment	2	5
		Familial Employment	2	
		Skills	1	
	Housing	Housing	3	6
		Housing (access to Affordable Housing)	3	
	Social Networks, Support & Exclusion	Quality of Social & Familial Networks	2	5
		Social Capital	1	
		Social Diversity	1	
		Social Engagement	1	
	Socioeconomic Position	Familial Education Level	5	11
		Educational Opportunity	1	
		Familial Income (including Poverty)	3	
		Intergenerational Transmission of Disadvantage	2	
		Residential Mobility	1	
Urban Environment	Neighbourhood Accessibility	Access to Facilities/Amenities	2	2
	Physical Environment	Physical Environment	3	3

Table 3.6: Education: Social, Economic, Health, and Urban Environment Determinants

Housing: Determinants and Factors

There is a strong relationship between housing and disadvantage, largely because housing is the largest fixed cost of most low-income households (Davidson et al., 2020b). But the nature of that relationship is complex. In Australia, as in many Western nations, "access to safe, affordable and suitable housing is essential to the wellbeing of people and families and can help enhance equal opportunity and protect from homelessness risk" (Health & Welfare, 2019, p. 50). Because access to good-quality, affordable housing is so fundamental to wellbeing, housing has impacts on, and is impacted by, many other aspects of wellbeing, including health, educations and skills, employment and work, income, social support, and justice and safety.

Key issues for low-income households in Australia are affordability and housing stress, or what is measured as Housing Affordability Stress (HAS). HAS identifies households living with levels of income and housing costs according to the well-known 30/40 rule,

> which has become a standard indicator in Australia over the course of many years. Households with a gross disposable income that sits within the lower 40% of the distribution, and whom pay 30% or more of their income by way of housing costs are defined as being in HAS under this measure. Households paying 50% or more are defined as being in Severe Housing Affordability Stress (SHAS)" (Leishman et al., 2020, p. 19).

Yet housing stress and other traditional indicators of housing affordability "do not address the wider outcomes of housing affordability but simply the financial burden of housing costs" (Rowley, 2012, p. 9). Thus, for example, "there are households that fall within the traditional measure of stress that consider their levels of wellbeing acceptable. Additionally, there are households that fall outside the measure that are suffering considerable economic and social hardships" (Rowley, 2012, p. 9). Hence, HAS is a problematic indicator because measuring housing affordability also ought to acknowledge "the individual nature of the housing consumption choice and the extent of variations in the outcomes as a consequence of that choice" (Rowley, 2012, p. 9). This limitation is summed up by Hulse et al., who state that housing stress is less of an indicator of financial stress and more of an indicator of the potential risks of falling into hardship (Hulse et al., 2010).

Other indicators of the housing pressures facing low-income families are household economic wellbeing (the household's ability to maintain a minimum material standard of living) and household wellbeing. Put simply, housing affordability is a concept "that stretches beyond simply the financial to incorporate other housing-related outcomes that are directly related to household wellbeing" (Rowley, 2012, p. 83). Determinants of housing affordability and related housing pressures ought therefore to include the wider contextual factors that link housing affordability to household wellbeing.

Our sample of the literature indicates clear and bi-directional relationships between Housing, Health and Wellbeing, and the other Practice Domains. Of the 30 papers that focused on the factors and social determinants of inequality, 38 connect Housing to other domains, with housing affordability being the most common housing factor impacting other domains. Table 3.7 (below) indicates the factors these studies identified as impacting and being impacted by housing for low-income communities. In common with the broader research literature, income, education level, and access to affordable housing, services, and facilities stand out as key factors impacting housing outcomes.

Context Category	Determinant	Factor	# Articles Identifying Factor	
Economic	Economy	Education Funding	1	3
		Energy Affordability	2	
	Policy	Government Policy (local & national)	2	3
		Human Rights Policy	1	
Health	Healthcare & Social Services	Access to Health Information	1	11
		Access to Healthcare	1	
		Access to Services	9	
	Personal Health Status	Individual Health	1	1
Social	Behaviours	Personal Behaviours	3	4
		Personal Motivation	1	
	Crime & Safety	Crime	5	19
		Neighbourhood Reputation	2	
		Neighbourhood Safety	9	
		Violence	2	
	Employment & Work	Access to Employment	4	13
		Employment	7	
		Skills	2	
	Housing	Housing (access to Affordable Housing)	10	14
		Housing (Home-making Practices)	1	
		Housing (length of tenure/stay)	1	
	Social Networks, Support & Exclusion	Quality of Social & Familial Networks	1	21
		Sense of Belonging	1	
		Social Capital	9	
		Social Cohesion	1	
		Social Diversity	2	
		Social Engagement	2	
		Social Exclusion	3	
		Discrimination	2	
	Socio-demographics	Area (Neighbourhood) Effects	1	4
		Demographics	3	
	Socioeconomic Position	Education Level	11	37
		Educational Opportunity	1	
		Income (including Poverty)	14	
		Intergenerational Transmission of Disadvantage	3	
		Residential Mobility	6	
		Socioeconomic Status	1	
		Wealth	1	
Urban Environment	Housing	Housing Quality	1	1
	Neighbourhood Accessibility	Access to Facilities/Amenities	9	14
		Access to Transport	5	
		Food (Access to Affordable & Good Quality)	3	
	Physical Environment	Physical Environment	6	6

Table 3.7: Housing: Social, Economic, Health, and Urban Environment Impacts

Liveability: Determinants and Factors

As noted in the Methodology and Scope section of this report, "liveability" is a loosely defined concept, used as an umbrella term for a range of different indicators (Hermann & Lewis, 2017: 10). It often refers to features of the local built environment, but liveability can also include social elements of a community or neighbourhood (Hermann & Lewis, 2017: 11; Kaal, 2011).

Liveability indicators are particularly useful for enhancing the connection between urban planning and public health (Lowe et al., 2015). However, the relative importance of these indicators/factors is debated. Lowe et al. listed the number of relevant papers in a large-scale 2015 literature review (see Table 3.8, below) that mention relevant indicators. Here:

> It is evident that a broad range of factors shape the liveability of a particular location. Crime and safety, transport, housing, and employment and income were the four most frequently mentioned indicators, and are all fundamental to health and wellbeing… However, it is difficult to determine the relative contribution of each policy area to liveability based solely on the frequency with which indicators are mentioned. Some indicators may be more relevant to particular contexts (Lowe et al., 2015, p. 8)

From both Lowe's review and our own, the determinants of liveability and health are clearly closely related – and, as Lowe points out, both are also closely related to the determinants of sustainability.

Badland and colleagues directly explored the liveability indicators that might be used to measure the social determinants of health in Australia. Their study:

> yielded 11 distinct domains considered to be important components of liveability, and likely to contribute to health and wellbeing through the social determinants of health pathway. The domains were: natural environment; crime and safety; education; employment and income; health and social services; housing; leisure and culture; local food and other goods; public open space; transport and social cohesion and local democracy (Badland et al: (2014).

Of the 82 articles in our review that focused on the factors and social determinants of inequality, only seven are focused on Liveability, or connect the domain of Liveability to other domains. Table 3.8 (below) below indicates the following factors identified in these studies as impacting liveability for low-income communities. In common with the literature, crime and safety, access to affordable housing, residential mobility and access to transport stand out as key factors impacting liveability outcomes.

Policy areas	Number of papers that mention relevant indicators	Types of indicators identified
Crime and safety	43	Perceptions of safety; and rates of crimes against property and the person.
Transport	38	Rates of engagement in active and public transport modes; the accessibility, quality, and layout of infrastructure; travel times and distances; perceptions of car parking; car dependency and ownership; speed and affordability of freight transport; motor vehicle mileage; traffic speeds; car and freight commute times; modal share; transport affordability; connectivity across the transport network; transport safety; and traffic noise.
Housing	35	Quality and affordability of housing; housing density; land use mix; residential population; housing stock and tenure; and housing adaptability.
Employment and income	32	Income; income distribution; rates of (un)employment; employment growth over time; the location of employment; and the number and types of jobs available locally.
Social cohesion and local democracy	31	Opportunities to contribute to important issues; membership of community organisations; feeling part of the community; access to social support; community volunteering; parent involvement in schools; community acceptance of diversity; opportunities for community input in planning and governance; community pride and attachment; and social and community connectedness.
Public open space	30	Access and quantity of public open space; available public open space; variety and quality; and frequency of use.
Leisure and culture	30	Access to and presence of appropriate cultural and leisure activities measured both objectively and subjectively.
Health and social services	26	The distance to and number of General Practices for a given population; access to various services for older adults; provision of aged-care facilities; the number of hospital beds available; and access to: public amenities, child and youth services, and emergency centres.
Natural environment	25	Water and air quality; greenhouse gas emissions; water quantity and conservation; precipitation; climate; biodiversity; and energy consumption.
Education	24	Access to education (i.e., distance); availability of formal educational opportunities; rates of secondary-school student retention; and internet access.
Food and other local goods	22	Access to different types of food and shops; food prices; food security; and local retail activity.

Table 3.8: Number of Articles Mentioning Relevant Indicators/Indicator Types in Each Policy Area (Source: Lowe et al., 2015, p. 21)

Context Category	Determinant	Factor	# Articles Identifying Factor	
Economic	Economy	Energy Affordability	1	1
Health	Healthcare & Social Services	Access to Healthcare	1	2
		Access to Services	1	
	Personal Health Status	Physical Activity Level	1	1
Social	Behaviours	Personal Behaviours	1	1
	Crime & Safety	Crime	3	8
		Neighbourhood Safety	5	
	Employment & Work	Access to Employment	1	2
		Employment	1	
	Housing	Housing (access to Affordable Housing)	7	7
	Social networks, Support & Exclusion	Quality of Social & Familial Networks	2	4
		Social Cohesion	1	
		Discrimination	1	
	Socio-demographics	Area (Neighbourhood) Effects	1	1
	Socioeconomic position	Education Level	1	6
		Residential Mobility	5	
Urban Environment	Housing	Housing Quality	1	1
	Neighbourhood Accessibility	Access to Facilities/Amenities	2	6
		Access to Transport	4	
		Food (Access to Affordable & Good Quality)	1	
	Physical Environment	Physical Environment	1	1

Table 3.9: Liveability: Social, Economic, Health, And Urban Environment Determinants

Employment: Determinants and Factors

The determinants of employment are numerous and tend to vary greatly between cohorts. Studies of these determinants therefore tend to focus on particular cohorts, rather than on neighbourhood effects or low-income communities in general. In Australia these cohorts tend to be immigrant populations (Inglis & Stromback, 1986; Le, 2000) and Indigenous Australians (Daly, 1993; Daly, 2018).

Globally, large numbers of studies have focused on women, mothers, ethnicity, and older adults. High numbers of studies have also focused on how other Practice Domains affect employment (most notably Education, Housing, and Health and Wellbeing). Transport effects are also well studied. For example, a US study examining which income groups in Los Angeles benefit the most from job accessibility and employment outcomes noted: “transportation and land use policies need to address the specific needs

of distinct population groups and underscore the importance of spatial access", and that for the lowest-income group, "owning a car significantly improves their chances to be employed" (L. Hu, 2017, p. 268).

One Australian study found that access to employment during the economic gains of the early 2000s was "differentiated by gender, with women largely missing out on the growth in jobs. For the population as a whole, "employment gains were offset by increased housing insecurity as accommodation costs rose". The study also found that "low-income lone parents were especially vulnerable because they were unable to benefit from a buoyant labour market over the decade 2000–2010" (Beer et al., 2016, p. 1543).

Of the 82 papers in our review that focus on the factors and social determinants of inequality, only eight focus on employment (four papers) or connect the domain of Employment to other Practice Domains (two link it to Housing, and two to Health and Wellbeing). Table 3.10 (below) indicates the factors these studies identified as impacting employment for low-income communities.

Context Category	Determinant	Factor	# Articles Identifying Factor	
Economic	Economy	Education Funding	1	1
	Policy	Government Policy (local & national)	1	1
Health	Healthcare & Social Services	Access to Services	1	1
	Personal Health Status	Individual Health	2	2
	Crime & Safety	Crime	1	3
		Neighbourhood Reputation	1	
		Neighbourhood Safety	1	
	Employment & Work	Access to Employment	1	3
		Employment Level	1	
		Skills	1	
	Housing	Housing	4	7
		Housing (access to Affordable Housing)	3	
	Social Networks, Support and Exclusion	Social Capital	1	2
		Social Engagement	1	
	Socio-demographics	Demographics	1	1
	Socioeconomic Position	Education Level	2	5
		Income (including Poverty)	1	
		Intergenerational Transmission of Disadvantage	1	
		Residential Mobility	1	
Urban Environ-ment	Housing	Housing Quality	1	1

Table 3.10: Employment: Social, Economic, Health and Urban Environment Determinants

3.3.4 Interventions Research

We now turn to the research literature on interventions. We focus on interventions that have been used globally to address the social and economic factors that drive outcomes for communities affected by disadvantage. In our sample, 103 articles focused on interventions. Most (69 percent) were from the US and Australia, primarily the US (51 percent). Table 3.11 (below) outlines the geographic spread. These studies took a range of approaches; some included an evaluation element, while others did not.

Country	# Studies
Australia	18
Australia & Global	1
Belgium	1
Canada	3
Global	2
Ireland	3
Netherlands	1
Non-context specific	5
OECD Countries	1
UK	15
UK & US	1
US	52

Table 3.11: Countries of Study in Sampled Literature

Table 3.12 (below) shows the spread of intervention-focused articles across the Practice Domains. By far the greatest number of studies (40) were in the domain of Health and Wellbeing, with a further 19 including Health and Wellbeing in combination with other domains. Significantly, 23 studies spanned all five domains, and a further 26 studies spanned at least two domains. Outside of Health and Wellbeing, only 15 studies focused on only one domain, with most of these (11) looking at Housing.

Practice Domain	# Studies
All	23
Education	1
Education, Health & Wellbeing	2
Education, Housing	1
Education, Housing, Employment	1
Education, Liveability, Employment	1
Education, Liveability, Health & Wellbeing	1
Employment	1
Employment, Health & Wellbeing	1
Health & Wellbeing	40
Housing	11
Housing, Health & Wellbeing	9
Housing, Liveability	2
Housing, Liveability, Health & Wellbeing	2
Liveability	1
Liveability, Employment, Health & Wellbeing	2
Liveability, Health & Wellbeing	4

Table 3.12: Interventions: Spread of Practice Domains Addressed in Sampled Literature

Once again, the high number of interventions that span two or more domains reflects the fact that disadvantage is a multidimensional phenomenon, requiring multidimensional solutions. After Health and Wellbeing, Housing was again the next most common domain of intervention, discussed in 26 articles, most of which (15) linked Housing to other domains.

Multidisciplinary and multi-sector approaches were common, with their efficacy highlighted. For example, a shared, cross-sector approach to revitalising the US state of New Jersey's low-income neighbourhoods was found to produce "an impressive level of concentrated activity across a variety of disciplines" (Greco, 2013, p. 55). Four articles considered a cross-domain approach that sought to integrate public health and housing policy. Researchers argued this approach has "the potential to contribute to the "triple win" of health and well-being, equity, and environmental sustainability" (Sharpe et al., 2018, p. 1), and saw "strong potential for cross-sector collaborations to reduce health disparities and slow the growth of health care spending, while at the same time improving economic and social well-being" (Erickson & Andrews, 2011, p. 2056).

Some researchers expressed reservations about multi-pronged approaches. In an article on the increasing use of multisectoral partnership initiatives and community participation to tackle health and social disadvantage in the UK, Carlisle found that "partnership proved to be risky territory for all involved, marked by rivalry and suspicion between SIP [Social Inclusion Partnership] members, rather than co-operation, whilst health promotion and social inclusion priorities conflicted with those of community development and regeneration" (Carlisle, 2010, p. 117).

A US a study examining the outcomes of a multi-sector Neighbourhood Transformation Initiative (NTI) in Baltimore's Sandtown-Winchester community found mixed results. Implemented in the 1990s, this intervention is one of the most well-known urban revitalisation projects in the US, due to its "comprehensive approach to neighborhood redevelopment, including housing construction, education reform, and employment services". But while evaluations found significant increases in homeownership and reductions in unemployment, "there were limited gains elsewhere, as poverty remained high and local schools did not show sustained improvement". This finding pointed to "the durability of social inequality in high-poverty and racially segregated neighborhoods" (Rosenblatt & DeLuca, 2017, p. 463).

In sum, while Health and Wellbeing, followed by Housing, are the most common foci of interventions to address community disadvantage, around half of the interventions discussed in our sample of academic studies spanned a number of Practice Domains, with Health and Housing being a common shared focus.

Types of Intervention

We categorised the interventions in our study sample into 14 types, based on how they were characterised in the peer-reviewed studies. Each type of intervention was featured in two or more articles. The number of studies focused on each intervention type are as follows:

- Affordable Housing Initiatives (12) and Policy (1)
- Community Development (13)
- Community Engagement (15)
- Community Education Program (6)
- Food Access Initiative (7)
- Health Policy (4)

- Health Promotion (3)
- Mixed-Income Development (10)
- Neighbourhood Renewal (14)
- Neighbourhood Arts Initiative (2)
- Participatory Action (2)
- Physical Activity Program (3)
- Public Health and Housing Integration (4)
- Approaches to Place-based Interventions (2)

These 14 categories should not be viewed as exclusive: they simply represent the main characteristic(s) of that intervention, based on how it was framed by the study authors. For example, while 14 articles explicitly address the subject of "Neighbourhood Renewal", many initiatives across the other categories can also be considered as forms of neighbourhood renewal. Similarly, while 15 articles focus specifically on "Community Engagement" initiatives, community engagement activities were a common feature across many other types of intervention. It is also worth noting that the "Approaches to place-based interventions" category (two articles) refers to studies that used the term "place-based" in their title. Our own conception of "place-based intervention" follows Cantin's definition: "a collaborative means to address complex socioeconomic issues through interventions defined at a specific geographic scale" (Cantin, 2010). Thus, most of the above intervention types qualify as "place-based" initiatives, as do virtually all of the Case Studies presented in Section 5 of this report.

A high number of studies (26) focused on cross-domain initiatives, including most of the community development and public health and housing integration initiatives, which by their very nature span Practice Domains. However, as most of the studies fall into the Health and Wellbeing domain, it is worth considering the spread of types of intervention discussed in this domain, as indicated below.

Type of Intervention	# Studies
Community Development	6
Community Engagement	8
Community Education Program	3
Food Access Initiative	6
Health Policy	4
Health Promotion	2
Neighbourhood Renewal	6
Neighbourhood Arts Initiative	1
Physical Activity Program	3
Public Health and Housing Integration	4

Table 3.13: Types of Intervention in the Health and Wellbeing Domain

This list (Table 3.13, above) shows that most interventions in the Health and Wellbeing domain are focused on community engagement, education programs, and health promotion. Importantly, 16 studies integrate health with housing as part of community development and neighbourhood renewal. The spanning of disciplines here acknowledges the growing recognition of housing impacts on community health, and that "vibrant neighbourhoods are vital to health" (Erickson & Andrews, 2011, p. 2056). This recognition is at the heart of the healthy cities movement, which is underpinned by the core practices of community participation and empowerment (Erickson & Andrews, 2011).

Next, we consider the most common "types" of initiatives discussed in the articles: Affordable Housing, Community Development, Community Engagement, Food Access, Mixed-Income Development, and Neighbourhood Renewal.

Affordable Housing Initiatives

A commonly accepted definition of affordable housing, and one followed across this report, is: "housing for a range of low to moderate income households that is appropriate for their needs and priced so that they can meet other essential basic living costs" (Housing & Ministers, 2005, p.1). Affordable housing was a focus of around 25 percent of the articles in our sample, reflecting the significant community impacts across multiple domains when affordable housing is lacking. The effects of unaffordable housing and poorly designed neighbourhoods – places that lack infrastructure, open space and trees, public transport, employment opportunities, and basic health services – cascade into other areas of life, in particular human wellbeing and health.

Of the 13 articles that focused on affordable housing initiatives, 10 were from the US, two from Australia, and one was from Belgium. Six of the 13 studies claimed some form of evaluation. The American studies included: initiatives for microlending (Giusti & Estevez, 2011), inclusionary zoning (Howell, 2020), the low-income housing tax credit (LIHTC) program (Johnson, 2012), the impact of advocacy organisations on low-income housing policy (Yerena, 2015), the effectiveness of Habitat for Humanity as a neighbourhood stabilisation program (Delmelle et al., 2017), and two studies on green affordable housing (Ahn et al., 2014; Breysse et al., 2011).

One Australian study looked at developing the scale and capacity of Australia's affordable housing industry (Milligan et al., 2017), and the other examined the impact of housing assistance on social inclusion for people with disabilities (Tually, Beer, & McLoughlin, 2011). The Belgian study considered the Belgian "housing contract" experiment of 2005–2007, which was based on "the premise that housing policies should improve the quality of life in deprived urban neighborhoods without displacing the poor" (Uitermark & Loopmans, 2013, p. 157). All the interventions discussed were found to have positive impacts for low-income households. It should be noted that while affordable housing was a major area of focus in our surveyed studies, our sample did not seek to capture studies of initiatives specifically designed to tackle homelessness.

Community Development Initiatives

Community Development (CD) is an approach that seeks to address the consequences of poverty through initiatives that improve housing, economic opportunity, service availability, and community capacity (Rogerson et al., 2014). By their very nature, CD initiatives are multi-sectoral. Community developers and community development finance institutions aim to address the many challenges faced by low-income households, such as having to make choices "between nutritious food, medical care, housing, and adequate home heating and cooling", all of which have implications for health and wellbeing (Rogerson et al., 2014, p. 1939). CD initiatives seek to "provide financing for small business development; build affordable housing; and support infrastructure and programming that increase access to childcare, social services, medical care, healthful food, safe places to exercise, and public transit" (Rogerson et al., 2014, pp. 1939-1940).

In our sample, 13 articles focused on CD programs, but only four of these were evaluated. Eight were from the US, three from the UK and Ireland, and one from Australia. Only one study was non-context specific, instead proposing a framework "to facilitate the identification and measurement of potential health effects, actions to optimize anticipated positive impacts, and strategies to mitigate potential negative impacts" (Rogerson et al., 2014, p. 1939).

Where evaluations had been conducted, the efficacy of the featured Community Development programs was judged to be largely positive, with findings that:

- CD-based developments "do perform better than other neighborhoods [and] redevelopments in a more walkable neighborhood tend to have a greater positive influence on the community" (Meares & Riggs, 2016, p. 1)
- CD programs show "shifts in resident demographics, health outcomes, and community social cohesion and perception of safety measures" (Farquhar et al., 2019, p. 489)
- CD effectively facilitates integration "across sectors to address both the built environment and the social and service environment" leading to "substantial results for children" (Jutte, Miller, & Erickson, 2015, p. S48)
- CD "incorporates residents and stakeholders, encourages private investment, leverages corporate resources, and produces measurable results" (Greco, 2013, p. 55)
- CD approaches were associated with "rising levels of resident satisfaction about personal health, the direction the city is taking, and the quality of neighborhood development" (Corburn, Curl, & Arredondo, 2014, p. 1905).

One study expressed reservations about Community Development approaches, identifying failure to challenge structural inequalities and difficulties with measuring the impact of CD in policy environments stressing brief interventions and outcomes (McCabe & Davis, 2012).

The Australian study considered the Victorian government's Neighbourhood Renewal Program, which addresses place-based disadvantage by fostering community engagement and development, through partnerships and cooperation between government, local service providers, business and community. The program was "underpinned by social justice principles and a vision of community engagement founded upon trust and partnership" (Holland, Bruinhout, & Malavisi, 2004, p. 3). A key finding from this study was:

> that the community has capacity and is willing to engage with government and the community sector where it feels that organisations and agencies are prepared to listen, to understand and act collaboratively. A key direction is to develop strategies to ensure that the lessons are effectively captured and the benefits of transferral to mainstream activities of the organisations involved, convincingly evidenced (Holland et al., 2004, p. 13)

Community Engagement Initiatives

Community engagement models are claimed to "lead to improved health and health behaviours among disadvantaged populations if designed properly and implemented through effective community consultation and participation" (Cyril et al., 2015, p. 1). Community engagement is nearly always a core element of community development programs and is often central to other forms of Neighbourhood Renewal. Community engagement, of itself, was the chief focus of twelve studies in our sample. Five of the studies are from the UK, four from the US, and two from Australia.

Community engagement is a large field of study spanning many domains and academic disciplines. This is reflected by the proportion of systematic reviews in our sample that attempt to sum up the field – three, including one meta-analysis: (Attree et al., 2011; Cyril et al., 2015; O'Mara-Eves et al., 2015). The meta-analysis, which focused on the effectiveness of public health interventions engaging communities affected by disadvantage in OECD countries, finds "solid evidence that community engagement interventions have a positive impact on a range of health outcomes across various conditions", but concludes that "there is insufficient evidence to determine whether one particular model of community engagement is more effective than any other" (O'Mara-Eves et al., 2015, p. 1). While this study offers brief guidance on selecting applicable community-centred approaches for health and wellbeing (South, Stansfield, & Fenton, 2015), the suggestions are unsubstantiated.

A study by AHURI posits best-practice models for resident participation, social cohesion, and sustainability in neighbourhood renewal (M. Wood, 2001). The researchers recommend 14 principles of effective engagement that governmental agencies would certainly benefit from following:

- Community development approaches that identify local issues and facilitate an educational process and the development of skills
- Starting with local people at the outset, before significant action has been taken
- Building on local activism from the most representative and open groups
- Reaching other minority and ethnic groups
- Early visible success to prevent the development of scepticism
- Use of local resources
- Regular training throughout the participation process for community representatives
- Processes and structures that are congenial to residents, such as small group techniques
- Development of devolved power and decision making
- Actual influence for communities on decisions and outcomes
- Regular and clear communication
- Change from the traditional command and control culture of government departments
- The need for the community to be involved in monitoring and evaluation, and
- Time and resources for nurturing good participation.

Seven studies focus on specific community engagement initiatives: a community outreach collaboration between Ohio State University Extension and the Ohio Housing Finance Agency offering home buyer education to prevent foreclosure (Loibl, Durham, & Moulton, 2018); pre-engagement capacity building for community engaged research partnerships between academic and community organisations (Campbell-Voytal, 2010); the UK Labour government's New Deal for Communities urban policy

(Beebeejaun & Grimshaw, 2011); the effectiveness of the Well London program, which used community engagement, complemented by changes to the physical and social neighbourhood environment, to improve physical activity levels, healthy eating, and mental wellbeing in deprived communities in London (1Phillips et al., 2012); the implementation of a Community Empowerment Centre to promote community health (Smallwood et al., 2015); a Canadian study examining "the long-term cost-savings of the Better Beginnings, Better Futures (BBBF) initiative, a community-based early intervention project for young children living in socioeconomically disadvantaged neighborhoods" (Peters et al., 2016, p. 237); and engaging children and young people in neighbourhood community development in two social housing neighbourhoods in Sydney (Goodwin & Young, 2013).

The impacts of the evaluated programs are very largely assessed as positive, including "mutual participation in shared 'ecologies of practice' enable[ing] an exchange of cultural knowledge, skill, and language" (Campbell-Voytal, 2010). However, one study found that distrust was a major barrier to participation in community engagement programs, suggesting that "community engagement approaches must prioritise restoration of trust and be accompanied by supportive policies to mitigate feelings of abandonment in communities" (Romeo-Velilla et al., 2018, p. 2). Similarly, Attree et al. caution that:

> there are unintended negative consequences of community engagement for some individuals, which may pose a risk to well-being. These consequences included exhaustion and stress, as involvement drained participants' energy levels as well as time and financial resources. The physical demands of engagement were reported as particularly onerous by individuals with disabilities (Attree et al., 2011, p. 250).

Community engagement was often a key component of community education programs, particularly in the Practice Domains of Health and Wellbeing, and Liveability.

Food Access Initiatives

In total, seven studies considered food access/food security initiatives. As might be expected, all were in the Practice Domain of Health and Wellbeing. Four were from the US, two from the UK, and one from Canada. All seven describe some form of evaluation to gauge their efficacy.

Food access initiatives can take a number of forms, the most common in our sample being variations on the community garden (Bleasdale, Crouch, & Harlan, 2010; Hatchett et al., 2015; Mmako, Capetola, & Henderson-Wilson, 2019). As Mmako et al. explain, "in addition to food, physical activity, mental health and environmental benefits, community gardens (CGs) provide opportunities for social inclusion and increased social capital. These are particularly important to the socially isolated residents of social housing developments" (Mmako et al., 2019, p. 1).

In addition, two studies evaluate interventions in small, neighbourhood stores (corner stores) to bring healthier foods to those communities (Chrisinger et al., 2018; Jaskiewicz et al., 2016). Discussing another intervention with similar aims, one study considered the use of a mobile food truck program (Alicea-Planas, Sullivan, Tran, & Cruz, 2019); another focused on understanding the benefits and potential challenges of using residential gardens for food security and as spaces for community building, health, housing improvement, and environmental justice (Shamasunder et al., 2015).

While most studies claimed positive community impacts, one cautioned that "if community gardens and local food initiatives are to succeed, organizers should align their programs with the desires of neighborhood residents and educate them about a wide range of potential benefits of gardening to both individuals and neighborhoods" (Bleasdale et al., 2010, p. 99).

Mixed-Income Development Initiatives

Mixed-income development refers to "the construction of housing developments with a mix of subsidized and market-rate homes and apartments" (Chaskin & Joseph, 2010, p. 299). It is a strategy for deconcentrating urban poverty that usually entails replacing high- or medium-density public housing. Chaskin and Joseph explain that the mixed-income approach is a redevelopment strategy that is:

> fundamentally about transforming urban neighborhoods formerly characterized by high levels of deprivation, isolation, and the concentration of social problems—poverty, crime, deteriorating housing, poor services, weak institutional infrastructures—into safer, more sustainable, better-functioning neighborhoods that are meant to provide access to a better quality of life for low-income families and the opportunity for people with a variety of levels of income and wealth to benefit from living there (2010, p. 300).

The goals of mixed-income developments have been described in community terms as shaping "environments, opportunities, and social arrangements that promote healthy neighborhood life, particularly for the low-income people who live there" (Chaskin & Joseph, 2010, p. 299). Other researchers claim that mixed-income development allows people of various backgrounds to "cooperatively interact to provide greater opportunities for economic and social advancement" (Hyra, 2013, p. 128).

Mixed-income development is the specific focus of ten articles in our sample. Five are from the US, one considers the implications for policy and planning in the US and UK (Galster, 2013), one is Canadian (Brail & Kumar, 2017), and one Australian study questions the need for social mix through an examination of age, ethnic and educational homogeneity/heterogeneity, and informal support (Patulny & Morris, 2012). Two are non-context specific, one reporting on a symposium that unpacks the mechanisms by which mixed-income housing potentially produces favourable outcomes for neighbourhoods, particularly low-income residents (Hyra, 2013); the other is a systematic review of the effects of mixed-income neighbourhoods on social wellbeing (Thurber et al., 2018).

Mixed-income development is a controversial topic, largely because of its prevalence in recent global policy and practice, but principally because of the highly contested efficacy of its impacts. Seven of the studies include some form of evaluation. Some key findings follow:

- HOPE VI developments (a program of the United States Department of Housing and Urban Development intended to revitalise the worst public housing projects in the United States into mixed-income developments) are "described as successful based on physical changes at the site rather than outcomes for public housing residents, who largely do not benefit from these changes" (Clark & Negrey, 2017, p. 169).
- "the improvements associated with mixed-income living have been limited. Low-income populations can be better served by changes to mixed-income development practice

highlighting the intersection between mixed-income neighborhoods and opportunities around homeownership, social-service provision, and employment and neighborhood life" (Fraser, Chaskin, & Bazuin, 2013, p. 83).

- "social mix can be beneficial for disadvantaged residents in terms of intra-neighborhood processes, but this appears most likely when the social gulf between groups in the neighborhood is not excessive" (Galster, 2013, p. 315).
- "Policymakers, scholars, practitioners, activists, and residents should consider several mixed-income policy alternatives to better ensure that people interact in meaningful and constructive ways. Preventing residential, political, and cultural displacement and developing neutral spaces of civic engagement are good places to start to ensure that people of diverse incomes, backgrounds, and experiences prosper in inclusive and equitable urban and suburban living environments" (Hyra, 2013, p. 128).
- "For relocated public housing residents, there are clear benefits in terms of 'security', but their experiences in terms of 'daily routine', 'informal support networks' and 'identity' were more mixed… The developments are clearly providing vastly improved physical surroundings – attractive and well-maintained buildings, more peaceful and stable surroundings – for the relocated public housing residents who were able to move into them. For many of these residents, the change of atmosphere has been accompanied by a decrease in stress and, for some, an increase in aspirations and motivation to continue to improve the quality of life for themselves and their children. The benefits to their immediate quality of life, however, are not matched by instrumental benefits through relations with the new neighbours" (Joseph & Chaskin, 2010, pp. 2361–2362).
- "Mixed-income developments, while spatially integrated, remain socially segregated…[and] the individual and institutional manifestations of persistent racial and class biases in mixed-income developments have negative effects on social wellbeing" (Thurber et al., 2018, p. 1866).

Neighbourhood Renewal Initiatives

Here we briefly discuss neighbourhood renewal interventions in general, accepting that community development and mixed-income development are also forms of neighbourhood renewal.

Urban neighbourhood renewal programs "aim to target both the physical and social environments to improve the social capital, social connectedness, sense of community and economic conditions of residents of the neighbourhoods" (Jalaludin et al., 2012, p. 1). By their nature, they are often multisector programs that span the Practice Domains. Initiatives are context-dependant and thus very much place-based, and most include housing development. In Australia and several other Western countries, neighbourhood and urban renewal schemes have assumed increasing prominence in state and federal government policy agendas. This reflects growing concerns about the gap between disadvantaged neighbourhoods and middle-to-high income neighbourhoods (Wood, 2001).

It is worth noting that negative impacts of Neighbourhood Renewal are a particular focus of recent research, because if these programs serve to inflate house prices, gentrification and displacement of low-income households is likely to follow.

In our sample, 14 articles focused on the wider topic of neighbourhood renewal (excluding those that considered the related issues of community development and mixed-income development). Five were

Australian, five hailed from the US, two from the UK, and one from the Netherlands. Ten of these articles detailed some form of evaluation, including one systematic review on "associations between gentrification, and similar but differently termed processes (e.g., urban regeneration, urban development, neighborhood upgrading), and health" (Schnake-Mahl et al., 2020, p. 1).

The specific focus of the sample articles varied greatly but, reflecting the place-based nature of these initiatives, tended to focus on evaluations of or reflections on specific programs, including:

- Assessing "the long-term outcomes of the Neighborhood Transformation Initiative (NTI) in the Sandtown-Winchester community of Baltimore" (Rosenblatt & DeLuca, 2017, p. 463)
- Three papers evaluating the Neighbourhood Renewal Program (NRP) in Victoria, Australia (Kelaher, Warr, & Tacticos, 2010; Shield et al., 2011; G. Wood & Cigdem, 2012)
- Evaluation of the Promising Neighbourhoods community program in Rotterdam to reduce health inequalities in youth
- Health inequity in urban rebuilding processes in Baltimore (Gomez, 2017)
- Housing differentiation and renewal in the middle-ring suburbs of Sydney (Randolph & Freestone, 2012)
- Evaluation of GoWell, a citywide investment program for urban renewal in Glasgow (UK) (Egan et al., 2016)
- A study of an urban renewal program in a socially disadvantaged neighbourhood in Sydney (Jalaludin et al., 2012)
- A complex for homeless and low-income residents in Northeast Washington, DC, an initiative of the Healthy Futures Fund (a partnership created to invest in communities across the US that is working to link low-income housing residents to health care services (Bylander, 2014)
- The impact of community engagement in neighbourhood regeneration in Canley, Coventry, in the UK (Jarvis, Berkeley, & Broughton, 2012).

The studies evaluating Victoria's Neighbourhood Renewal Program (NRP) are worth closer examination because of their relevance to the research context. The NRP aimed to address disadvantage, poverty, and social exclusion in neighbourhoods with concentrations of public housing. An integrated, place-based approach was used. Like the community development programs described earlier, it combined the resources of government, residents, the community sector, and local businesses.

Between 2002 and 2012, 21 project sites in metropolitan and regional Victoria were progressively launched. Kelaher et al. examined the impact of the program in the five metropolitan sites involved in first phase of the project (2010) and found that the health and life satisfaction of people living in NR areas improved relative to people in the Local Government Area overall. Shield et al (2011) present the findings from two individual project sites, drawing on data collected by the Neighbourhood Renewal Branch in Corio–Norlane and Colac. The study found encouraging and positive improvements in social inclusion for both sites. While broad shifts were found in both areas towards more trust in higher levels of government, increases in the percentage of respondents who perceived improvement in government performance was only recorded for Corio–Norlane respondents. Further, for Colac:

> there was a substantial swing "in the percentage of respondents who rated the general services in the area as good. Interestingly, this was not apparent when other specific services were addressed, for example opportunities and facilities to get education were less likely to be rated

as good, as were opportunities for employment and the services that assist you to find employment (Shield et al., 2011, p. 9).

The third paper evaluated the impact of the NRP on property values within or proximate to renewal sites in Melbourne. The approach is informed by the premise that if the renewal programs meet their goals, "the demand for housing in and around neighbourhood renewal sites will increase, and house prices rise by more than would otherwise be the case" (Wood & Cigdem, 2012, p. 1). The study found that "if the expenditures on public housing and amenities (e.g. parks) in NR areas lift their capital values by an equal amount, our estimates of house price premiums can be regarded as measures of net benefits or net returns to investment outlays." Of course, as noted in the Case Studies section (p.66), if Neighbourhood Renewal leads to an inflation in house prices in neighbouring areas, gentrification and displacement of low-income households may follow as a negative impact.

Other study findings are mixed. Rosenblatt and DeLuca report findings from Baltimore that "speak to the durability of social inequality in high-poverty and racially segregated neighborhoods" which underscores "the need to further develop rigorous standards for research that evaluates community-level interventions" (2017, p. 463). Randolph & Freestone's study of renewal in the middle-ring suburbs of Sydney informs policy suggestions to achieve more appropriate urban renewal outcomes under broad social sustainability criteria (Randolph & Freestone, p. 2557). These suggestions include:

1. Affordable housing investment strategies through the community housing sector to replace poor-quality private rental housing and owner-occupied housing, address housing problems and rebuild community stability
2. Development of renewal master plans to assemble land and implement the local renewal strategy
3. Local renewal corporations or trusts based on public–private partnerships and local control to implement strategies over a 10–20-year period
4. Local renewal funds to help leverage private investment
5. Integrated place-focused and whole-of- government frameworks of targeted social and employment initiatives directed by local renewal corporations (2012, pp. 2571-2572).

The evaluation of GoWell found that "investment in housing-led renewal allocated according to population need led to modest reductions in area-based inequalities in health after five years" (Egan et al., 2016, p. 41). Jalaludin and colleagues' analysis of an urban renewal program in a socially disadvantaged Sydney neighbourhood found a short-term increase in the proportion of householders reporting improvements in a number of aspects: "attractive buildings and homes in their neighbourhood, belonged to the neighbourhood, area had a reputation for being a safe place, safe walking down their street after dark, people who came to live in the neighbourhood would be more likely to stay" (Jalaludin et al., 2012, p. 1). Finally, Jarvis et al.'s study (focused on Canley, in the UK) found evidence that community engagement was crucial to underpin sustainable neighbourhood regeneration (Jarvis et al., 2012, p. 232).

SECTION 4: Evidence Maps

An evidence map is a review of evidence from across a broad field, undertaken in order to identify gaps *or* future research needs (Lye et al., 2016). A common component is that the process engages the audience and/or produces user-friendly products, such as "access to user-friendly summaries of the included studies" (Snilstveit et al., 2013, p. 3). In this way, "vast bodies of literature [are] accessible, digestible, and useable" (Bailey et al., 2014, p. 2).

Two components less often included in evidence maps are: 1) Having a systematic process for collecting sources (i.e., documented search strategy and inclusion criteria); and 2) Including a visual depiction of the field (Miake-Lye et al., 2016).

Two evidence maps are included in this section. Presenting the data visually, they depict:

- the spread of research on the socioeconomic factors of disadvantage, according to Practice Domain
- the spread of research on global interventions to address locational disadvantage, according to Practice Domain.

Context	Determinant	Factor	Study Practice Domain				
			Education	Employment	Health & Wellbeing	Housing	Liveability
Economic	Economy	Economic Conditions			01		
		Education Funding	01	01	02	01	
		Energy Affordability			01	02	01
	Policy	Government Policy (global)			01		
		Government Policy (local & national)	01	01	01	02	
		Human Rights Policy			01	01	
Health	Healthcare & Social Services	Access to Health Information			01	01	
		Access to Healthcare			02	01	01
		Access to Services	02	01	08	09	01
	Personal Health Status	Individual Health	04	02	07	01	
		Early Childhood Experiences			01		
		Physical Activity Level			01		01
Social	Behaviours	Personal Behaviours			02	03	
		Personal Motivation	01		01	01	
		Cultural Activity					
	Crime & Safety	Antisocial Behaviour					
		Crime	02	01	04	05	03
		Neighbourhood Reputation		01	02	02	
		Neighbourhood Safety	02	01	08	09	05
		Violence	01		02	02	
	Employment & Work	Access to Employment	02	01	03	04	01
		Employment	02	01	06	07	01
		Skills	01	01	02	02	
	Housing	Housing	03	04	08		
		Housing (access to Affordable Housing)	03	03	08	10	07
		Housing (Home-making Practices)			01	01	
		Housing (length of tenure/stay)			01	01	
	Social networks, Support & exclusion	Quality of Social & Familial Networks	02		05	01	02
		Sense of Belonging			01	01	
		Social Capital*	01	01	06	09	
		Social Cohesion			01	01	01
		Social Diversity	01		03	02	
		Social Engagement	01	01	02	02	
		Social Exclusion			03	03	
		Discrimination			02	02	01
	Socio-demographics	Area (Neighbourhood) Effects***			01	01	01
		Demographics		01	02	03	
		Neighbourhood Income Mix					
	Socioeconomic position	Education Level	05	02	09	11	01
		Educational Opportunity	01		01	01	
		Income (including Poverty)	03	01	12	14	
		Intergenerational Transmission of Disadvantage	02	01	03	03	
		Residential Mobility	01	01	01	06	05
		Socioeconomic Status			01	01	
		Wealth			01	01	
Urban Environment	Housing	City Size & Expansion Rate				01	
		Housing Quality		01	03	01	01
	Neighbourhood Accessibility	Access to Facilities/Amenities	02		03	09	02
		Access to Transport			03	05	04
		Childcare (access to)					
		Food (Access to Affordable & Good Quality)			02	03	01
	Physical Environment	Physical Environment	03		06	06	01

Figure 4.1: Evidence Map: Spread of Research on the Socioeconomic Factors of Disadvantage, According to Practice Domain

Intervention Type	Intervention Practice Domain					
	All (cross-domain)	Education	Employment	Health & Wellbeing	Housing	Liveability
Affordable Housing Initiatives and policy				06	14	02
Asset-based Approach				01		
Community Development	05		01	07	01	
Community Education Program	01	02		06	01	
Community Engagement	03	01	01	12	02	03
Collaborative Housing				01	01	01
Culture-led social housing regeneration				01		01
Employment Program			01			
Food Access Initiative				07	01	
Health Policy				03		
Health Promotion				02		
HRBA (human rights based approach)					01	
Integrated Health Service Initiative				01		
Local Government Integrative Governance Framework	01					
Mixed-Income Development	09	01	01	01		01
Neighbourhood Early Warning Systems for Gentrification and Displacement						
Neighbourhood Renewal	01	03	02	09	05	03
Neighbourhood Arts Initiative	01			01		
Participatory Action	01				01	01
Physical Activity Program				03		
Place-based intervention	01	01		01		
Public Health & Housing Integration				04	01	01
Social Inclusion Partnership (SIP)	01					

Figure 4.2: Evidence Map: Spread of Research on Global Interventions to Address Locational Disadvantage, According to Practice Domain

SECTION 5: Case Studies

In this section we profile a range of successful and innovative programs designed to improve outcomes for local communities. Through a series of 25 compact Case Studies, we explore a diverse range of initiatives, with an emphasis on programs that seek to tackle social, economic, and spatial disadvantage. Drawing on the research undertaken for this section, we conclude with a short summary of key factors that can contribute to program success.

Grouped geographically, the Case Studies comprise 13 Australian and 12 overseas examples. Most are tailored to a neighbourhood or local scale, but several city-wide, state-funded, and nationally scaled programs have also been included. Smaller sub-projects, focused on specific neighbourhoods or communities, are often nested within these larger programs. For Case Studies located outside the Greater Geelong area, we provide a brief contextual snapshot of the city, neighbourhood, and community where the intervention was staged. The 25 featured initiatives span a range of timeframes. Around 70 percent of them are currently running (as of April 2021); the remainder range from one-off pilot projects, to extended programs that have recently concluded, to a major multi-year Victorian Government initiative that ended a decade ago.

Given our focus on local communities and neighbourhoods, most of the chosen initiatives can be characterised as "place-based interventions", under the following definition: "a collaborative means to address complex socioeconomic issues through interventions defined at a specific geographic scale" (Cantin, 2010). This characterisation does not rule out a concurrent focus on people, systems, or structures, but simply emphasises locality-based approaches.

These Case Studies are not presented as off-the-shelf solutions. Instead, what they offer is a suite of ideas, activities, frameworks, and options for further exploration. Elements of programs could be adapted to local contexts; ideas and activities could be canvassed with residents; specific approaches or models could be adopted to engage communities, scale up existing programs, or expand the capacity of local organisations. In the final stages of this research project, the HOME team revisited the Case Studies in light of our key findings. Under Recommendation 3, which outlines our 10 proposed initiatives (see p. 7), we flag which Case Studies may offer relevant ideas, models, or potential inspiration to inform the development of local initiatives in Corio, Norlane, and Whittington.

5.1 Methodology

The Case Studies were compiled in January 2021, in this first stage of this research project. In selecting candidates, the research team sought to profile a diverse range of programs, policies, models, and interventions. These included but were not limited to: capacity-building initiatives, urban development projects, local job and training programs, infrastructure upgrades, social enterprises, arts-based projects, new community assets, service delivery models, policy initiatives, local housing and support programs, stigma-reduction strategies, tactical urbanism projects, health promotion campaigns, and education programs. We chose a range of small, medium, and larger-scale interventions, prioritising those that aimed for meaningful impacts at the local level. The search terms listed in Appendix A provided a basis to capture a diverse range of programs for consideration. Initiatives were then excluded or included using the criteria noted below.

Case Study selection was also guided by preliminary background information on existing gaps, needs, and opportunities in Corio, Norlane, and Wittington. Sources included CoGG Community Profiles summarising key demographic data for these three localities, and how they compare to Greater Geelong as a whole, along with other publicly available documents (*Corio Norlane Structure Plan 2012*; *CoGG Social Housing Plan 2018–2041*; *CoGG Social Infrastructure Plan, Generation One 2020–2023; Greater Geelong Planning Scheme 2021*; G21 website; localised SEIFA score data).

Geographic Spread

The Case Studies span a range of localities and geographic scales, from local to international. Australian examples include programs based in Corio, Norlane, and Whittington; within the Greater Geelong area; and in other LGAs or communities, both within and beyond Victoria. To maximise relevance, international Case Studies were limited to programs run within Western democracies (UK, USA, Europe, Canada, New Zealand). These include several initiatives from the UNESCO Creative Cities network, particularly those sited in similar-sized cities with comparable histories of traditional manufacturing, City of Design designations, and/or pockets of disadvantage.

Practice Domains

In selecting initiatives to profile, we sought to ensure coverage of the five designated Practice Domains: Education, Housing, Liveability, Employment, Health and Wellbeing. While a "primary" domain could often be identified, individual programs were seldom neatly confined to a single silo; most spanned two or more Practice Domains. Many initiatives had a deliberate cross-sector or holistic focus, seeking to improve community outcomes on multiple fronts, while some larger programs featured several nested sub-projects, each tailored to a specific target group, locality, issue, or set of goals.

This blurring of categories reflects a shift toward more integrated, whole-of-government approaches to policy development and program delivery; it also signals the value of holistic research approaches, including systems thinking, to investigate the multidimensional complexities of social disadvantage. For these reasons, the Case Studies are not grouped together under discrete Practice Domains. Instead, each Case Study notes the Practice Domain(s) most relevant to that initiative. We have also compiled an at-a-glance matrix noting the Practice Domains for all Case Studies (see Appendix B, p.228).

Level of Program Detail

Each Case Study presents a succinct summary and analysis of a place-based initiative, and covers the following details: name and type of program; dates of operation; main and secondary Practice Domains; location (including a brief profile of area, noting any relevant disadvantage indicators, community makeup, historical context, and place characteristics); program aims and target group; approach and methods (e.g. community-led, co-design, grant-based, outreach, mentoring, etc.); timeframe and scale (origins, geographic area, participant numbers, evolution over time); highlights (key activities, innovative or unique aspects); funding (model, amount, source, partners); structure and governance (sub-projects, oversight, partnerships, policy context); impact and outcomes (including whether an evaluation has been done; other indicators of effectiveness, success, or benefits to participants, where data was available); success factors (aspects that contributed to positive outcomes or program success).

5.2 Case Study Selection and Analysis

Programs were considered for inclusion based on criteria derived from the project brief, and in consultation with the Vital Communities Project Governance Group in December 2020. The agreed criteria guiding selection were:

- Successful programs and effective models with positive real-world outcomes
- Innovative approaches and creative ideas to help inform local policy
- Projects with a local/neighbourhood/LGA focus
- Locally focused projects nested within larger programs
- Initiatives located in cities of similar size to Geelong
- Programs designed for neighbourhoods or communities that share similarities with the target suburbs (high unemployment, disengaged youth, low literacy and education, poverty, housing stress, safety concerns, food insecurity, cultural diversity, high concentration of social housing)
- Initiatives staged in cities that share other key characteristics with Geelong (for example manufacturing heritage, UNESCO City of Design status)
- Programs that could be adapted to the local context (Corio, Norlane, Whittington), and/or tailored to different target groups
- Initiatives designed to tackle issues of relevance for the three target communities
- Programs with potential to be scaled up
- Programs that offer potential to develop State Government partnerships, and/or tap into existing Federal/State initiatives and policy priorities
- Initiatives that are viable for implementation at the local government level, and compatible with Australia's current policy contexts and legal frameworks
- A range of programs spanning different Practice Domains
- A range of programs spanning diverse approaches, models, and frameworks
- Projects documented in English, with sufficient publicly available detail to inform Case Studies.

As other researchers have noted, the documentation of place-based interventions varies greatly in quality, depth, and scale (Crimeen et al, 2017: 44; Spath, 2016). In seeking diverse candidates for the Case Studies, we found that relatively few programs had been documented in any comprehensive, lasting, or consistent way. Numerous initiatives were ruled out due to insufficient or inadequate source material. Several promising themes met the same fate.

Considering the pool of candidates, we also discovered that few programs had been independently evaluated; where evaluations had been done, their rigour, depth, and focus varied widely. In part, this reflects the fact that place-based interventions can be hard to evaluate. Challenges noted in prior studies include program complexity, long timeframes, external influences, attribution difficulties, multiple partners, inconsistent measurement tools, uneven documentation, lack of control groups, resource scarcity, open-ended goals, and a tendency for goalposts to shift (Crew, 2020: 1–8; Crimeen et al, 2017: 34, 42; Spath, 2016; Taylor et al, 2017). Population mobility, fluctuations in area-level statistics over time, and variations in geographic scale can also pose a challenge for evaluating place-based initiatives (Byron, 2010).

Necessarily then, we drew on disparate sources to build a meaningful picture of each intervention. Where formal evaluations were available, key findings have been summarised. Where evaluations were

absent or piecemeal, other recorded details were gleaned to give a sense of the program's outcomes, impacts, benefits, challenges, and indicators of success. These included participation figures, new community assets, offshoot projects, program expansion or growth, participant feedback, new skills or knowledge, evidence of genuine community involvement, resulting networks or partnerships, observations by researchers or program staff, and other pertinent data. The term "success factors" refers to elements of the program that likely contributed to its positive impacts, favourable outcomes, or other benefits. In the absence of comprehensive evaluations, a program's "success factors" were extrapolated from available information, and thus are more indicative than conclusive.

Lack of definitive data does not signal program failure. Several points are worth noting here: first, traditional evaluations may fail to capture both the essence of what makes place-based interventions "work", and the parameters of what constitutes "success": sometimes the value lies in the process itself, rather than in a set of pre-ordained metrics or tangible outcomes; what's more, unforeseen benefits can unfold long after an evaluation is completed (Interim Spaces, n.d.; Farmer, 2015; Taylor et al, 2017). Second, place-based interventions are by nature entangled with local needs, priorities, and capacities, which are typically dynamic over time (Smart, 2017); goalposts may shift, and program flexibility can be a plus, but evaluations are not always set up to accommodate this.

A third worth noting is that while formal evaluations can provide useful data and evidence of alignment with current best practice guidelines, all places and communities are effectively unique. What works for one neighbourhood may not work for another, and vice versa. Finally, structural factors, funding parameters, and institutional priorities mean some programs are more likely to be evaluated than others. As a result, promising approaches may fly under the radar.

Around half of the Australian initiatives and three-quarters of the international examples profiled below have been publicly evaluated (with at least one evaluation pending). Some are too new to have been assessed yet. Alongside "successful" and "effective" initiatives, we also sought to include some "innovative" and "creative" ones. These more experimental programs do not always fit neatly into established categories, nor do they always leave a tidy paper trail. But they do invite productive speculation and expand the repertoire of possible approaches.

5.3 Australian Case Studies

Arranged by locality, our Case Studies begin close to home. We start with a small sample selection of programs staged in Corio, Norlane, and Whittington, then move outward to explore initiatives based in Greater Geelong, across the surrounding region, and in other location around Victoria, New South Wales, and South Australia. Two national programs are also profiled.

The 13 Australian Case Studies span mental health initiatives, arts projects, sports-based programs, local and regional employment solutions, food security, active transportation, early education, mentoring, homelessness outreach, digital inclusion, social cohesion, anti-stigma initiatives, community crowdsourcing, and a domestic violence intervention.

Corio, Norlane, and Whittington

TBA North: Arts-Based Early Childhood Learning Program

Corio and Norlane, Geelong (2010–present)

Main Practice Domain(s): **Education**
Secondary Practice Domain(s): **Health and Wellbeing**

TBA is an arts-based education program designed for primary schools, with a particular focus on students in disadvantaged areas. The program aims to improve outcomes for children and families, strengthen family connections, support mental and physical health and wellbeing, promote learning, and increase access to the arts. It is coordinated by the Bluebird Foundation Inc., a Geelong-based community arts organisation established in 2009.

The acronym TBA stands for "Tuneful, Beautiful, Artful", a phrase coined by Dr John Feierabend, a US-based expert on music and movement development in childhood. The TBA program is founded on Feierabend's ethos and approach. His research places particular emphasis on music's potential to enhance neurodevelopment (FAME, 2019).

Targeted at disadvantaged families with young children in North Geelong, TBA North runs at St Thomas Aquinas Primary School (Norlane), and St Francis Xavier Primary School (Corio). The TBA program has also run in two other Geelong primary schools: Newcomb Park Primary School (Newcomb), and Tate Street Primary School (East Geelong). Under the TBA program umbrella, several multidisciplinary sub-programs have been developed to cater for different age levels and needs. These include:

- PlayLinks: weekly facilitated art and music program for children aged 0–5 and parents/carers.
- SingingLinks: daily singing program for Prep to Grade 4 students, using music to promote literacy, numeracy, learning, and social outcomes.
- MusicLinks: weekly music program for pre-Prep students and parents/carers to introduce the school environment and foster social relationships between parents and school staff.
- ClassLinks: transition program for prep students and parents/carers to provide a bridge between MusicLinks to SingingLinks.
- NatureLinks: outdoor learning program for Prep to Grade 1 students to introduce outdoor learning through 15–30 minute facilitated sessions (introduced in 2019).
- North Childrens's Choir: new choral program offered to select students using age-appropriate choral music. The group gave their first performance at St Thomas Aquinas Primary School NAIDOC Week closing ceremony in June 2019.

The TBA program is supported through grants, donations, and the work of volunteers. It won a $30K transformational grant from the Geelong Community Foundation in 2018, and a $30K grant from the Give Where You Live Foundation in 2020 (Geelong Community Foundation, 2021; Give Where You Live, 2020).

Currently the program is managed by a group of five volunteer committee members and 15 artists. The Bluebird Foundation website notes that it has "employed over 50 artists", but evidently there are also artists engaged in the TBA program on a volunteer basis. Through collaborative relationships built between the schools and families, participating artists can tailor the TBA program to participants' needs.

The program has built momentum over time, with more teachers becoming involved, learning new skills while integrating the program into the school curriculum (Geelong Region ArtsAtlas, 2015).

Components of the TBA program have been evaluated through research published in an Honours thesis (Baudinette, 2011) and an academic journal article (Ward et al., 2017). These studies found that music and art therapy programs resulted in benefits when parents and children participated together. Parents reported that participation had social, relational, and cognitive benefits for both themselves and their child (Baudinette, 2011). The nature play program enabled environmental and social connections and created opportunities to enhance children's development and wellbeing (Ward, 2017).

Whittington Works Alliance: Local Jobs, Education and Training Program

Whittington and Eastern Suburbs, Geelong (2013–2020)

Main Practice Domain(s): **Employment, Education**
Secondary Practice Domain(s): **Health and Wellbeing**

Focused on the Geelong's eastern suburbs, the Whittington Works Alliance (WWA) was a multi-organisation partnership that supports long-term unemployed residents through a pathway to employment program. WWA supported residents from Whittington and surrounding areas to reskill, retrain, and build confidence for work. Jobseekers engaged in the program could undertake courses and qualifications, and "work mentors" helped them to find jobs through connections with local employers. Facilitated by The Gordon TAFE and Deakin University, the training courses include Certificate II in Cleaning Operations and General Automotive; Certificate III in Aged and Community Care and Early Childhood Education; and short courses in Food Processing Skill Set and Bricklaying Skill Set.

The WWA program sought to address disadvantage and the subsequent health risks. Participants often presented with psycho-social challenges (mental health, alcohol and drug, and personal relationship issues). Through their work mentors, they received support and referral to community service organisations to help address these challenges. As a result of the program, the Eastern Geelong Business Network was formed to connect small to medium enterprises via monthly meetings, where members network and learn new skills (What is Whittington Works? 2013). In 2016 the program received $755,000 from the Victorian Government's Department of Economic Development, Jobs Transport and Resources (G21, 2016). Partners include The Gordon TAFE, Brotherhood of St Laurence, and Encompass Community Services (Skilling the Bay, 2016, 2017).

As of 2019, Whittington Works consisted of two State Government funded initiatives: Jobs Victoria Employment Network (JVEN) and Skilling the Bay. Based on an Education to Employment (E2E) model of service delivery, Whittington Works focuses on community engagement, job coaching, and employer engagement. Concern that the program might lose funding arose in 2019 (McDonald et al, 2019), and the state government extended support to June 2020.

From 2014–2017, over 70 percent of participants completed courses, with 46 percent securing employment. One ongoing program challenge was helping jobseekers and employers sustain employment beyond the six-month mark. In response, additional investment was allocated to resource and evaluate the program (City of Greater Geelong, 2019).

Greater Geelong

Towards Home Plus: Homelessness Outreach, Housing, and Support

Geelong (April 2019–present)

Main Practice Domain(s): **Housing, Health and Wellbeing**
Secondary Practice Domain(s): **Liveability**

Towards Home Plus is a holistic support and service program for people experiencing homelessness in the Geelong area. It also runs in Frankston. Supported by the Victorian Government, it is delivered by Neami National, with partners Launch Housing, Wathaurong Aboriginal Co-op, Uniting Care ReGen, Bolton Clarke, and Melbourne City Mission. Neami National is a community-based organisation providing services to improve mental health and wellbeing in localities across Australia (Neami, n.d.).

Based on the highly regarded Housing First Model and the Collaborative Recovery Model, the Towards Home Plus program uses person-centred coaching and a shared care approach to support people sleeping rough to obtain and maintain secure housing. The program provides intensive, flexible, and responsive client-focused support to assist people to sustain housing, improve their mental and physical health, and develop social connections within the local community.

Teams are multi-disciplinary, with outreach workers, peer support workers, youth workers, Aboriginal and Torres Strait Islander health practitioners, and alcohol and other drug workers all involved in delivering support. As of August 2020, the program had helped house 112 rough sleepers over the previous 18-month period. Three key teams deliver the Towards Home Plus program:

- Assertive Outreach Team works closely with City of Greater Geelong and local police as part of the street outreach component to identify rough sleepers. Interventions are used to provide access to emergency accommodation, health services and accommodation.
- Supportive Housing Team works with clients to provide wrap-around support such as daily living skills, social activity participation, and case management.
- Modular Units Team works with residents to support transition into sustainable long-term housing. Seven modular units are available in Norlane, providing accommodation for up to two years (Heagney, 2019).

Neami National also provides support via its Services and Treatment for Enduring and Persistent Mental Illness (STEPMI) program, running in Geelong and other regional Victorian locations (STEPMI, 2021).

Victoria (Regional Focus)

GROW: Regional Job Creation Initiative

South-Western Victoria (2014–present)

Main Practice Domain(s): **Employment**
Secondary Practice Domain(s): **Liveability**

The G21 Region Opportunities for Work (GROW) initiative aims to address place-based disadvantage by focusing on job creation for vulnerable communities. The initiative was developed from a G21 Addressing Disadvantage Taskforce Report in 2014, and the "Vision to Address Disadvantage" created by the Give Where You Live Foundation.

GROW has received State Government funding ($1 million) and is jointly funded through Regional Development Victoria, Give Where You Live, and five local governments that make up the G21 Geelong Region Alliance (the City of Greater Geelong, Colac Otway Shire, Surfcoast Shire, Golden Plains Shire, and the Borough of Queenscliffe). The GROW program runs in seven target localities across the G21 area: Corio, Norlane, Thomson, Colac (central and east), Whittington, Bell Park, and St Leonards. GROW works closely with key local organisations, including Northern Futures.

Several key strategies underpin GROW's work:

- Social procurement: encouraging people to buy locally and working with local businesses and suppliers who support vulnerable communities.
- Place-based investment: encouraging and attracting investment opportunities and fostering entrepreneurship.
- Demand-led employment brokerage: identifying and addressing workforce needs through providing required education, training and support for job-seekers.
- Tracking and measuring job outcomes: GROW tracks and shares progress through a 'Regional Dashboard', annual 'Report Card', and short films and Case Studies known as 'Voices of GROW'.

In 2019, GROW reported the creation of 247 jobs and 39 employment pathways from the target areas since 2016, and 110 signatory organisations have committed to addressing place-based disadvantage through GROW strategies (GROW G21 Region, 2019). The GROW Compact Action Network meets six times yearly to support and guide strategies for social procurement.

GROW is governed through a Strategic Directions Group, who meet quarterly. This includes an executive, a small operations team (Director, Engagement Officer, and Evaluation and Data Analyst) and two patrons. Several "champions" have also been appointed from businesses and local organisations to support implementation (GROW, n.d.).

An evaluation of GROW, conducted for the Give Where You Live Foundation, found significant learning and change occurring in business, government, and non-government mindsets, which would likely not have occurred without the initiative (Clear Horizon, 2019). The evaluation made several recommendations to help GROW gain momentum and increase impact.

Victoria (Local Focus)

Afghan Youth Girls Bike Skills Workshops: Building Social Inclusion Via Sport Bendigo (2018)

Main Practice Domain(s): **Health and Wellbeing**
Secondary Practice Domain(s): **Education, Liveability**

Greater Bendigo (pop 110,000) is a designated Refugee Welcome Zone, with Karen and Afghani refugees being two key groups who call the city home; 15 percent of Bendigo residents were born overseas, and 5.6 percent of households speak a language other than English (Refugee Council, 2019).

The Afghan Youth Girls Bike Skills Workshops ran in 2018. Nine girls aged 12 to 18 took part, all recent arrivals to Bendigo. The three-week program was founded to encourage participants to spend time outdoors, increase activity levels, get to their schools or the shops, spend time together, and explore

their new city safely. Activities included group outings; workshops covering road rules, bike checks, and replacing a flat tyre; and discussions on staying safe when riding (Bendigo Community Health Services, 2018; Goode, 2018).

Project partners were Bike Bendigo, Bendigo Community Health Services, and the City of Greater Bendigo. Bikes and helmets were donated for participants to keep by the Department of Justice and Community Safety's Wheels in Motion program. The Wheels in Motion initiative engages young offenders to repair unwanted and discarded bikes for re-use by communities.

Bendigo is also home to several other programs that foster cultural diversity and inclusion through sport. With support from the City of Greater Bendigo, local sporting clubs and community organisations run clubs and events for people from the local refugee, asylum seeker, migrant, and international student communities. Rather than following a specific model, these programs take a broad range of approaches to promoting social inclusion, health, and wellbeing through physical activity.

Examples include the Multicultural Soccer Program, Cane Ball Club, Axe Creek Multicultural Men's Cricket Tournament, Multicultural Youth Futsal, and Women's Learn to Swim Classes. Related initiatives include the Mini Roos Canteen Program, Community Boot Drive initiative, and refereeing and coaching programs. The Cultural Diversity and Inclusion Plan (CDIP) Sports Action Group provides input and guidance.

While no formal evaluations are available, participant feedback suggests benefits for many who take part: "It felt like I was a part of the community. The games were much more than just about kicking a soccer ball, it went beyond the language boundaries and you didn't need to speak the same language to connect and have fun" (City of Greater Bendigo, 2020).

Fawkner Commons (Fair Share Fare): Food Security and Creative Community-Building

Fawkner and surrounding suburbs, Melbourne, Victoria (2020–2021)

Main Practice Domain(s): **Health and Wellbeing, Liveability**
Secondary Practice Domain(s): **Education**

Fawkner is one of the Moreland municipality's most food-insecure suburbs. Fawkner Commons is a non-for-profit, community-led food distribution hub. As well as providing food relief, it aims to foster social inclusion, social cohesion, and community resilience. The program services low-income residents in Fawkner, and nearby Glenroy, Hadfield, and Merlynston.

Arising from the northern suburbs' lockdown during the COVID-19 pandemic, Fawkner Commons was launched in May 2020 in partnership with The Community Grocer and Fawkner Bowling Club. Other partners include the Open Food Network, Moreland Council, and the Victorian State Government (Fawkner Commons, n.d.).

The founders work with local and small-scale food producers to provide fresh food from local sources. Workers and volunteers provide contactless healthy and affordable food box distribution to households with reduced income. A range of other locally sourced produce is also available through the Open Food Network, an open-source platform fostering ethical supply chains (Open Food Network, n.d.).

In May–December 2020, Fawkner Commons distributed $110,000 of fresh produce and essentials through its food box distribution service, provided 2400 prepared meals and 1525 no-cost food hampers, and raised $10,000 through pay-it-forward initiatives (Fair Share Fare, 2020b). It also spawned the Morefood for Moreland crowd-funding campaign (on the Raisely platform) to provide fresh fruit and vegetables to community members. Launched in September 2020, this campaign has raised over $7000 to date (Morefood for Moreland, n.d.).

Founded by artist, academic, and activist Dr Jen Rae and partner Sally Beattie, the Fawkner Commons initiative is part of Rae's umbrella venture, Fair Share Fare. This multi-platform, participatory arts project explores food security in the time of climate change (Fare Share Fair, 2020a). Rae's practice is based on participatory and community-led approaches. Other Fair Share Fare sub-projects she has developed in collaboration with local communities include:

- **Refuge series:** multi-year transdisciplinary program (2016–2019) investigating art and culture's role in building community resilience for climate-related disasters (Dow, 2016).
- **Recipe for Disaster:** interactive performative dinner experiment presented by Science Gallery Melbourne as part of the 2019 Disposable series.
- **Future Proof Survival Guide:** uncovering and sharing collective community knowledge around food to support disaster preparedness.
- **DIY Knowledge Share:** workshops to share recipes, and the culture and stories behind them.

Streets Ahead: Active Travel and Mobility for Primary School Kids

Six local council areas, Victoria (2008–2011)

Main Practice Domain(s): **Health and Wellbeing**
Secondary Practice Domain(s): **Education, Liveability**

Streets Ahead was a three-year program funded by VicHealth from July 2008 to June 2011. It aimed to create supportive environments to increase children's active travel and independent mobility in their local community, with a focus on travelling to and from school by walking or cycling. The target group was children aged four to 12 years.

Six local government areas (LGAs) across Victoria were selected to take part, based on their higher local levels of social disadvantage and health inequalities. The target LGAs were Bendigo, Brimbank, Cardinia, Darebin, Wodonga, and Geelong. Three or four primary schools in each area were then selected to take part. After place-based groundwork by local project officers, a diverse range of locally tailored projects and approaches were rolled out in each area. Events were also run to raise awareness of the initiative, including Ride2School Day, Walk Safely to School Day, Walktober, and the Walk on Wednesday Awards.

One target municipality, Brimbank (pop 209,000), scored the second lowest in metropolitan Melbourne on the Index of Relative Social-Economic Disadvantage (IRSD) at the outset of the project. Brimbank participants were introduced to the project through a community-building workshop for local parents and children. As a result of that event, interested participants formed an "action committee" to implement the program (VicHealth, 2011).

Giving participants a driving role in the project was evidently a successful strategy, and yielded longer-term benefits that surpassed the lifespan of the project. The initial action committee grew into an

independent community organisation known as the Albion and Ardeer Community Club (AACC). Together, Streets Ahead and the AACC developed a community garden, and planned and delivered an Albion and Ardeer Neighbourhood Festival in 2019, which attracted 500 community members. A decade after the Streets Ahead program concluded, the AACC remains active in the area, indicating that the initiative was successful in building local community capacity and connection.

The Geelong-based project ran in East Geelong, Breakwater, and Thompson. The local iteration included neighbourhood events to increase social connection and sense of safety, including a play-based treasure hunt for parents and kids; professional development for teachers on children's outdoor education; presentations for Council staff on child-friendly cities, and seminars for parents to challenge perceptions of "stranger danger" and the practice of "bubble-wrapping" children (VicHealth 2014).

An evaluation of the overall program found that encouraging or supporting children to walk to and from school appeared to help them build a more connected and detailed understanding of their neighbourhood. For the Geelong-based project, school-related active travel rose from around 25 percent at the start of the project, to around 40 percent routinely, and as high as 90 percent during some special events (VicHealth, 2014: 17).

Ten Ideas, Three Ventures: Improving Mental Health for Young South Sudanese Australians
Western Metropolitan Melbourne, TACSI (2018–2020)

Main Practice Domain (s): **Health and Wellbeing**
Secondary Practice Domain(s): **Education, Liveability**

Most of Melbourne's South Sudanese community (pop. 11,000) lives in working-class suburbs in the city's west and south-east. Many are Australian born, while others arrived as refugees. In 2018, the community was experiencing negative public scrutiny, media stereotyping, and racism (Henriques-Gomes, 2018). Alongside this hostility came a tragic string of youth suicides, and growing concern over mental health issues in the community.

In response, The Australian Centre for Social Innovation (TACSI) began collaborating with local young people to develop projects to address social exclusion and help the community thrive (TACSI, 2018). Formed in 2009, TACSI is an independent social enterprise focused on building equitable social and economic prosperity. Its approach is based on co-design and community-led models of engagement.

That initial project ran over 18 months. Building on the relationships it fostered, TACSI developed an offshoot project to improve local young people's mental health and wellbeing. There is a strong social stigma around mental illness in traditional South Sudanese culture, and few people have used mental health services prior to arrival in Australia (Migrant Information Centre, 2012: 4). Taking a co-designed, community-led approach, TACSI worked with groups of young people over six months in 2020. Project partners were the Victorian State government (DHHS) and local service provider Co-Health.

TACSI staff supported the young people to conduct research within their communities; created "peer mental health roles" to encourage them to share their lived experiences; and coached them to develop, plan, test, and refine creative project ideas to bring the community together. From ten resulting ideas, three "ventures" were delivered and evaluated with community members. All three projects took shape during the pandemic and were swiftly adapted for Melbourne's COVID-19 lockdowns. Projects were:

- **The Culture Party:** an Instagram Live (online) event showcasing South Sudanese Australian creative talent, including live interviews with singers, dancers and artists talking about wellbeing and mental health. More than 600 young South Sudanese Australians took part in the first online Culture Party.
- **Mental Health Training**: a range of events, services and activities designed to provide informal, culturally appropriate, professional mental health support for young people and their parents. This included free individual counselling sessions, and Mindfulness Monday, a regular video check-in enabling young people to debrief and reflect on their wellbeing, supported by peers and a counsellor.
- **Conversations Between Generations:** young people hosted fortnightly conversations with older South Sudanese Australians about mental health and wellbeing. A spin-off of a previous successful program, 'Talk with Me', the project sought to foster understanding and empathy of diverse experiences across generations. Livestreamed to Facebook, seven conversations attracted 7800 total views.

Social justice consultancy Clear Horizons is currently evaluating the program, but community testimonies point to several beneficial outcomes (TACSI, 2020): building social capital and community capacity, reducing stigma and isolation, increasing belonging and community pride, fostering creative expression, building leadership skills, showcasing youth culture, strengthening intergenerational communication, and connecting young people with mental health services.

Success factors include effective partnership-building, leveraging of online platforms, adequate timeframes to build relationships of trust, and TACSI's collaborative, community-led approach to tackling place-based disadvantage, including the use of co-design strategies. A finalist in the 2020 Premier's Design Awards for Service Design, the DHHS-funded program is described as low cost, and adaptable to offline settings.

Neighbourhood Renewal Program: Place-Based Initiative to Tackle Locational Disadvantage

Corio-Norlane (2003–2010); 20 other sites across Victoria (2002–2010)

All Practice Domains: Employment, Education, Housing, Liveability, Health and Wellbeing

The Neighbourhood Renewal Program (NRP) was a Victorian State Government initiative that sought to narrow the gap between communities affected by disadvantage and the rest of Victoria (Victorian Government, 2007). Its broad goals were socioeconomic inclusion, social cohesion, and urban renewal. The program ran in 21 areas with concentrations of poverty, unemployment and public housing. As we have noted, Corio–Norlane was one target site (see Section 2, p. 21, and Section 3, p. 49).

The NRP sought to target the drivers of inequality (Klein & Knowles, 2005: 3). Its primary goal was to increase local employment, learning and economic activity, but it also aimed to improve service delivery and access, enhance public housing and local amenities, boost community pride and participation, reduce crime, and promote health and wellbeing. Key priorities were early intervention and tackling intergenerational poverty. Comparable overseas initiatives include the New Deal for Communities program (UK), established in 1998 by Tony Blair.

Built around "place-based partnerships" between government, the community sector, business and local communities, the NRP took a whole-of-government approach. While state-funded, the program was tailored closely to the needs of local communities. Small teams oversaw a range of sub-projects designed to manifest at neighbourhood level. Key initiatives included targeted employment programs (skills registers, "one-stop" job shops for public housing tenants), learning and capacity-building projects (disengaged youth initiative, homework clubs, community IT hubs), social enterprises (catering companies, cafes), new community infrastructure and safety improvements (basketball courts, community gardens, local park and social housing upgrades, bus route variations, demolition of "unsafe" public spaces).

As discussed in Section 3, benefits of the NRP varied by area, but overall outcomes were positive (Wood & Cigdem, 2012: 6). The program was found to reduce disadvantage, social exclusion, unemployment, crime, and school absenteeism, and increased further education qualifications, community participation, and housing conditions (Neighbourhood Renewal Unit 2008: 1). One evaluation found no area-wide health effects, but noted improved health and life satisfaction amongst program participants (Kelaher et al, 2010).

In one study Corio Norlane residents reported greater trust in government, increased feelings of influence over decisions affecting the community, and improved community participation (Shield et al, 2011). The NRP generated an average return of $2.20 in non-housing benefits for every $1 spent on renewal. However, it also raised house prices in some areas (Wood, 2014). As noted in Section 3, the gentrification effect of NR programs may decreased housing affordability and exacerbate disadvantage amongst local communities.

Over eight years the NRP spawned numerous local projects. Not all were documented, but two small-scale arts initiatives run in one target site are profiled below.

Shutterbugs + I Heart Maryborough: Community Photography Projects
Maryborough, Victoria (2011–2014)

Main Practice Domain(s): **Liveability, Education**
Secondary Practice Domain(s): **Employment, Health and Wellbeing**

The Victorian Goldfields town of Maryborough (pop. 8000) was a Neighbourhood Renewal site from 2010–2015. The local NRP team ran several community arts projects, including two focused on photography: the Maryborough Photography Project, and the I Heart Maryborough photo competition.

The Maryborough Photography Project (2011) was funded through the NRP and Castanet, a Victorian network of community arts development providers. The project involved a series of workshops led by a professional photographer, and a group exhibition in 2011. The participant group of 10 locals, who named themselves the Shutterbugs, gained skills in exhibition setup, confidence in their work, and positive exposure in the community.

As a result of the program two members joined the local Neighbourhood Renewal Steering, and one member won a state-wide photography competition. Other members began selling their photographic work and providing paid services through wedding photography (Castanet, 2014).

The I Heart Maryborough competition (2014) invited residents to send in a captioned photo that showed their pride for being part of the area and local community. Captions followed the format: "I Heart Maryborough…" The competition was run online, and 30 entries were selected for inclusion in an online exhibition. Prizes were awarded based on content quality and caption, rather than photographic skills. The three winning photos were published in the local newspaper, the *Maryborough Advertiser* (Maryborough CAG, 2015).

New South Wales (Local Focus)

The Digital Age Project: Digital Inclusion for Older Social Housing Residents

Coffs Harbour, regional NSW (2014–2015)

Main Practice Domain(s): **Education, Health and Wellbeing**
Secondary Practice Domain(s): **Housing, Liveability**

Coffs Harbour (pop. 71,000), a coastal town in regional New South Wales, became one of 14 designated National Broadband Network (NBN) release sites in July 2010. The broader Coffs Harbour LGA is not an area of significant socioeconomic disadvantage, but it does include smaller areas that rank among the most disadvantaged 10 percent in Australia (PHN North Coast, 2019).

The Digital Age project was a research and engagement intervention focused on digital inclusion. It explored the issue of low technology uptake and online engagement amongst disadvantaged Australians aged over 60. Researchers at Southern Cross University staged a tailored, place-based digital intervention with older social housing tenants in Coffs Harbour. Participants generally had lower educational levels than the Australian average (Thomas et al, 2016).

The researchers sought to better understand internet use amongst older Australians living in social housing, and to devise strategies to increase their digital awareness and ability to use online health services, government news, and shopping. The project also explored how information technology skills might contribute to perceptions of social connectedness, self-efficacy, resilience, health, and wellbeing.

Three communities of older social housing tenants in Coffs Harbour took part in the program over an 18-month period. In the first eight months a five-phase intervention was used to encourage and assist participants to gain skills in technology use. Data was collected during each phase, with a participant survey completed 14 months after the program launch. Engagement strategies included a simplified portal, 24-hour access, on-site training, and building a regular social event into training activities.

The project drew on Cognitive Load Theory principles to develop training materials and activities that minimised cognitive load and facilitated learning. Researchers developed a set of guidelines and recommendations for delivering effective digital education interventions (Seton et al, 2015: 3–4).

In a program evaluation undertaken by the research team, participants reported strong improvements in their experiences of new technology. More than half of the participants who completed the tailored training intervention reported improved social engagement and personal confidence. Some participants renewed contact with lost family members as a result of the program. Overall, there was a significant increase in optimism and a decrease in pessimism. There were also initial indications of improved social connectedness amongst the participant groups (Seton et al, 2015). Project partners included the CSIRO and the Australian Communications Consumer Action Network (ACCAN).

South Australia (State-Wide Focus)

Perpetrator Intervention Pilot: Tackling Domestic Violence, Preventing Homelessness
South Australia (2020–present)

Main Practice Domain(s): **Health and Wellbeing, Housing**
Secondary Practice Domain(s): **Liveability**

Family and domestic violence is the leading cause of homelessness for Australian women (FaHCSIA, 2008; Homelessness Australia, 2016). During the COVID-19 pandemic, domestic violence case numbers rose dramatically across Australia.

In 2020 the South Australian Government launched a new 12-month pilot program to tackle domestic violence. Developed with input from the family violence sector and the community, the program takes an innovative line by targeting perpetrators of domestic violence. It provides support services and a small number of dedicated beds for male perpetrators.

The pilot program is based on the premise that removing perpetrators from the home leads to more stability and less disruption for victims, enabling them to stay connected with their local communities and support networks (Lensink & Power, 2020). Housing advocates and domestic violence experts have welcomed the initiative, but expressed concerns over potential increased housing stress if survivors are left to cover the full rent or mortgage on their own (Burke, 2019; Cosenza, 2020; Wendt et al, 2019).

The pilot is part of a $4 million state-funded program that will deliver 40 new domestic violence crisis beds in Northern and Southern Adelaide, and in regional towns including Berri, Ceduna, Murray Bridge, Port Lincoln, and Whyalla. Nine of these beds are allocated for perpetrators. Several concurrent initiatives are also being supported by $2.4 million in Federal funding for domestic violence initiatives in South Australia (DHHS South Australia, 2020; Hanife, 2019). The new initiatives include:

- Don't Become That Man: aims to proactively change behaviour prior to offences through a self-assessment tool and availability of crisis accommodation. Services include phone counselling, in-person counselling, support networks, referral services, and rehabilitation programs (CityMag, 2020).
- 24/7 Men's Referral Line: Hotline and support service to help South Australian men address their violent or controlling behaviour.
- Extra brokerage packages for people experiencing abuse and violence. Funds are for transport, safety upgrades to property, financial counselling, and support for children.

The South Australian Government has also made legislative changes to the Residential Tenancies Act 1995. These changes allow victims of domestic violence to stay in their rented home and have the perpetrator leave, or for the victim to leave the rented home and their name to be removed from the rental agreement without penalty (SA.gov.au, 2018).

National Programs

Angel Next Door: Digital Crowdsourcing App to Connect Neighbours in Need

Australia-wide, Geelong-founded (March 2020–present)

Main Practice Domain(s): **Liveability**
Secondary Practice Domain(s): **Health and Wellbeing**

In response to COVID-19 lockdowns and shortages, in April 2020 two Geelong entrepreneurs established a free online community platform enabling neighbours to help one another in a discreet and secure way. Angel Next Door is a web and mobile app designed to enable community members to offer and seek help from their neighbours. Launched in Geelong, the service is now Australia wide.

Founders Aamir Qutub (web developer and 2019 Geelong Young Entrepreneur of the Year) and Rory Costelloe (executive director of Villawood Properties) created the peer-to-peer platform to help connect local communities during the hardships of the pandemic. People register to assist or receive help via the app. When someone posts a request for help, alerts are sent to "angels" who live nearby. Requests have included help with grocery shopping and pick-up, cleaning and moving, acquiring technology such as webcams, laptops and phones, and errands such as dog-walking (Dick, 2021; Wood, 2020).

Early on, a partnership was established with Villawood Properties and Neighbourhood Watch Victoria to help increase the program's reach. It has continued to grow, with over 9000 angels currently registered, providing nearly 2000 offers of support in response to 400 requests.

Angel Next Door has been commended by Neighbourhood Watch chief executive Bambi Gordan, who said: "This is a great example of that Aussie tradition of stepping up to help during a crisis and watching out for each other" (Wood, 2020; Neighbourhood Watch Victoria, 2020). The initiative has also generated local media interest, with articles in *The Senior*, *The New Daily,* and *Geelong Times*, and a feature spot on Channel Ten's "The Project" in June 2020 (Channel Ten, 2021).

Australian Indigenous Mentoring Experience (AIME)

Australia-wide, scaled to four other countries (2005–present)

Main Practice Domain(s): **Education**
Secondary Practice Domain(s): **Employment, Health and Wellbeing**

The Australian Indigenous Mentoring Experience (AIME) is an educational mentoring program for high school students (aged 12–18) across Australia and beyond. The program aims to support Indigenous and marginalised students to complete their education and secure opportunities in further education and employment after completing Year 12.

One key aim is to close the gap between Indigenous and non-Indigenous educational outcomes by connecting Indigenous students with university student mentors (AIME Mentoring, n.d.; Social Ventures Australia, n.d.). Since its inception, the program has expanded to include students from a range of cultural backgrounds, including young African Australians (Fulloon, 2019).

Primarily volunteer-based, the program was founded by Bundjalung man Jack Manning Bancroft when he was aged 19. Participants are provided with free academic tutoring (20–30 sessions annually), "Theatre of Education" sessions (45 x one-hour sessions), and one-to-one career transitions support for Year 12 participants. Between 2005 to 2018 the program grew from 25 to 10,000 students, and from 965 university mentors to over 3000. The scalable program has now expanded from Australia to four other countries: Uganda, South Africa, Nigeria, and the US (Fulloon, 2019).

A research partnership has been forged with the University of Wollongong (UOW) and the University of Technology, Sydney (UTS) to better understand the program's impact. An evaluation of its first five years found positive results. Around 88 percent of participants completed high school, with 36 percent gaining university entry in 2011 (Harwood et al, 2013).

A 2014 evaluation found that the program's junior-high Indigenous students were academically on parity with non-Indigenous students, while the senior-high students were close to parity, and the Year 12 cohort outperformed national non-Indigenous rates. Of the 2014 cohort, 76 percent transitioned into university, further education, training, or employment (Priestly et al., 2015). KMPG evaluations found that found that for every dollar invested in the program, $8.90 of direct benefits were generated to society (KPMG, 2018), and that an AIME mentee who attends university will earn up to $332,000 more over their lifetime than an Indigenous student who does not complete high school (KPMG, 2013). The program's US rollout is the focus of a Harvard University Business School case study (Barlett, 2019).

5.4 International Case Studies

Profiled below is a selection of initiatives from the US, Canada, the UK, New Zealand, and several European countries (France, Denmark, and Norway). Program governance and rollout span various geographic scales, but the primary focus is local: neighbourhoods, communities, suburbs, smaller cities.

These 12 initiatives and the sub-projects nested within them cover a wide range of themes, priorities, and approaches, including: job creation and training, urban greening, arts-led regeneration, public housing upgrades, walkability and safety, tactical urbanism, community gardens, pocket parks, local markets, food security, upcycling, circular business models, micro-grants, resident-run festivals, new community assets, crowdsourced citizen engagement, participatory policy development, public space design projects, sustainability-focused programs, innovative service delivery models, a post-disaster mental health and wellbeing initiative, and interventions targeting the social determinants of health.

United States

Best Babies Zone: Place-based Multisector Program to Reduce Health Inequalities

Castlemont, East Oakland, California (2012–2015); 10 other US locations (2012–present)

Main Practice Domain(s): **Health and Wellbeing, Liveability**
Secondary Practice Domain(s): **Employment, Education**

Located on the San Francisco Bay, East Oakland is an urban area of concentrated disadvantage and historic disinvestment, with high unemployment, violent crime, and health inequalities. The population is culturally diverse and majority non-white. Almost 50 percent of residents live in poverty, and 40 percent of students drop out of high school (Chow et al, 2018 :3). East Oakland is a USDA-designated "food desert", a low-income area with limited access to fresh, nutritious and affordable food.

In 2012, East Oakland's Castlemont neighbourhood (pop. 5000) was one of three US communities chosen for a three-year pilot program, the Best Babies Zone (BBZ) Initiative. BBZ is a national, multi-year, place-based program that seeks to reduce infant mortality rates in select urban neighbourhoods. More widely, it aims to mobilise and empower residents, change children's life trajectories, and improve conditions across target communities by addressing the social determinants of health.

The BBZ program emphasises community-led and participatory approaches. Grounded in Life Course Theory (Deme, 2017), it was developed by public health experts at the University of California, Berkley. Target localities have strong community pride, thriving local organisations, income inequality, limited economic opportunities, and poor birth outcomes linked to racial disparities. BBZ is run by local lead agencies, supported by a national Technical Assistance Center. The Castlemont program was led by Building Blocks, a division of local government, in partnership with multiple local agencies.

Activities in the Castlemont BBZ program included:

- Summer Block Party where residents shared ideas for a thriving community
- Design Sprints: local agency staff met weekly, generating ideas via Design Thinking to stimulate the local economy (evaluated here: Vechakul, 2014)
- East Oakland Innovators: leadership program supporting residents to develop projects to meet identified community priorities (safety and violence, local economy, community-building, education), using Design Thinking strategies
- new childhood hub, playgroups, community cafes, fatherhood groups, MCH home visits, youth storefront murals
- resident-run mini-grant program, plus financial literacy classes, business development, and entrepreneurship training
- monthly Community Market at Castlemont High School, in partnership with Youth UpRising, a local community development organisation (Iton et al, 2016).

The community market provided a launchpad for small businesses, a regular all-ages gathering to foster community-building, and leadership opportunities through a vendors' association. In 2014 the market hosted 20 vendors, generated US$3212 in profit, and attracted 585 attendees. Rising sales and attendance indicated community support (Vechakul et al., 2015: 2557). Specific outcome data for BBZ Castlemont is unavailable, but a national evaluation (Harder+Company, 2018) noted key success factors: authentic engagement with residents, including "community champions"; effective staff support; and building strong local multi-sector partnerships.

BBZ is guided by four strategies: zonal focus (place-based, small geographic areas); multi-sector collaboration (economic development, community services, health, and education); community-driven action (residents' input drives the program); and social movement cultivation (advancing racial and social justice) (Pies et al, 2016: 5).

The W.K. Kellogg foundation is the program's primary funder. In May 2019 program stewardship transferred from UC Berkeley to CityMatCH, a national Maternal and Child Health organisation (University of Nebraska Medical Centre). BBZ has run in 11 neighbourhoods across the US.

Sustainable South Bronx Project: Urban Greening, Training, and Local Job Creation

South Bronx, New York City, USA (2001–present)

Main Practice Domain(s): **Employment, Education, Liveability**
Secondary Practice Domain(s): **Health and Wellbeing**

New York's South Bronx area has long been a site of entrenched poverty, high unemployment, health inequality, youth disengagement, violent crime, and concentrated industrial zones. It also has a history of urban creativity and resourcefulness. Founded in 2001 by locally raised urban revitalization strategist Majora Cater, the Sustainable South Bronx project (SSBx) is a green jobs training program and environmental justice organisation working with communities affected by disadvantage, both locally and across greater New York City. SSBx has trained more than 500 low-income New York residents to work in the city's growing green collar sector (Jennings et al, 2017).

SSBx spearheaded the creation of the Hunts Point Riverside Park, a US$3.2 million project that transformed a vacant lot and illegal dumping ground into an award-winning 1.4-acre public green space on the Harlem River. Constructed in 2004 on the former site of a Robert Moses bridge, it was the first riverside park built in the area in over 60 years, and is part of the ongoing South Bronx Greenway project, a planned 6.5-kilometre stretch of green spaces linked by a bikeway.

These urban greening projects have had multiple benefits: they provided new open space and river access for the community, promoted physical activity by creating bicycle- and pedestrian-friendly infrastructure, beautified a degraded area, supported local economic development, upskilled the workforce, and created new jobs and social networks for communities affected by disadvantage.

In 2003, SSBx founded the Bronx Environmental Stewardship (BEST) Academy, which trains low-income NYC residents for environmental jobs. In the intensive course, trainees take part in local greening programs, conduct tree surveys and plantings, test water quality, learn life skills, and help restore and maintain waterfronts. One evaluation found that 85 percent of program graduates gained employment, with more than 90 percent working in green-collar jobs and nearly 10 percent engaging in college education (Pacific Institute, 2013; Quennell, 2011). In 2015 SSBx partnered with the HOPE Program, a workforce development organisation (SSBx, n.d.).

BEST program graduates can also work in SSBx's for-profit NYC °CoolRoofs program, installing green roofs and energy-saving reflective rooftops across the city, a practice supported by New York City's *Green Roofs Act* (2019); the New York City Department of Small Business Services is a program partner. SSBx also runs a social enterprise, Intervine, which trains and employs local workers to create and maintain sustainable green infrastructure, and the SSBxFab program, in partnership with the Massachusetts Institute of Technology, which offers fellowships for South Bronx-based eco-designers.

Director Majora Cater is a major factor in SSBx's success: her expertise, activism, local connections and ongoing leadership continue to be a driving force. Other success factors include effective partnership-building, close alignment with policy initiatives (urban greening), access to public land, income generation through for-profit sub-projects, and a multi-pronged approach to improving community outcomes (skills development, employment, place-making, social connections, open space access).

Detroit City of Design Competition: Design Prototypes for Safe, Walkable Neighbourhoods

Grandmont Rosedale, Southwest Detroit & Hope Village, Detroit, Michigan (2019)

Main Practice Domain(s): **Liveability**
Secondary Practice Domain(s): **Health and Wellbeing**

The City of Detroit, Michigan (pop. 667,000) has been a UNESCO City of Design since 2015. A former auto industry boomtown, it has endured protracted economic decline in recent decades, but retains a vibrant arts and cultural scene. One in three Detroit residents lives in poverty (US Census, 2019).

The 2019 Detroit City of Design Competition was an international contest seeking to address safety and walkability in three Detroit neighbourhoods. Design teams from UNESCO Cities of Design were invited to propose and test innovative solutions to help residents move around freely and safely.

From 26 submissions, three winners were selected (two Detroit teams, one Canadian). A jury of community members and design experts evaluated submissions on creative merit, appropriateness to location, and value for cost. The contest was run by Design Core Detroit, which leads the local UNESCO designation, supported by a philanthropic grant. The winning designs and their target localities were:

- **Grandmont Rosedale** (pop. 15,000) is a relatively prosperous area with five distinct neighbourhoods. **3 Rooms** (by Collectif Escargo) seeks to convey belonging and celebrate community unity. "The Jardin" room invites residents to participate in agriculture; ''Le Boudoir'' is for napping, reading, and resting under fruit trees; "The Hut" is a playful space with a steep incline. The rooms glow softly at night, functioning as a colourful neighbourhood fireplace and a safe haven for improvised gatherings.
- **Southwest Detroit** (pop. 17,000) is one of the city's most culturally and ethnically diverse areas. A hub for Hispanic and Latino communities, it also includes some of the city's busiest business districts. **Garden Novella** (by Other Work) is an interactive platform to share cultural, collective, and personal identity. Residents' recorded stories guide users through a series of welcoming vessels featuring sun-powered lanterns, hanging gardens, and seating. The audio stories aim to connect generations, repair the damage of the 1930s repatriations, and explore translation within a bilingual community.
- **Hope Village** (pop. 4100) has long been subject to "white flight" and economic decline. Residents are 95 percent African American; one-fifth are aged below 18, and three-quarters of children live in single-parent households. **Cyclerate** (by Smith Group) is an interactive installation that aims to enhance public safety via lighting, communication, unity, and play. Visitors use hand-powered cranks and stationary bikes to generate kinetic energy, lighting up the installation, and can compete to produce electricity, viewing real-time outputs. Featuring LED lighting, Bluetooth speakers, and USB charging stations, the installation can be scaled up.

Winning prototypes were revealed to an audience of 40,000 at Detroit's Month of Design in September 2019. The plan was to install them in target neighbourhoods in April–July 2020 and gather resident feedback. Community organisations were assigned as local partners, and teams were given $20,000 to design and implement the prototype. But in March 2020, COVID-19 hit Detroit. Schools and businesses closed, and stay-at-home orders issued (Haddad, 2020). The winning prototypes were not installed, and the 2020 competition did not run.

Canada

Festival of Neighbourhoods: Urban Regeneration Through Neighbourhood Collaboration

Kitchener, Ontario, Canada (1994–present)

Main Practice Domain(s): **Liveability**
Secondary Practice Domain(s): **Health and Wellbeing**

Kitchener (pop. 260,000) is a culturally diverse city in Ontario, Canada. Located 100km from Toronto, the city has a strong manufacturing heritage and a healthy local arts scene. Around 37 percent of residents are immigrants, and most perceive their local neighbourhood as welcoming and inclusive (Love My Hood, 2017: 28, 32). Poverty levels are in line with the national average (Ontario Federation of Labour, 2017: 1).

The Kitchener Festival of Neighbourhoods (FoN) is a city-wide celebration that seeks to actively build local communities and strengthen the city's social fabric. Participants define their own neighbourhoods, made up of 50 or more adjacent households, and collaboratively run an inclusive local event or project. Groups can enter a draw for a $20,000 capital improvement prize.

The FoN has been running for 27 years. Initially an annual celebration, it now extends across the entire year. In 2017, more than 17,000 residents from 49 neighbourhoods took part in 130 events. Gatherings ranged in size from four to 1000 participants. Events have included carnivals, community murals, street sales, fundraisers, barbeques, picnics, outdoor movies, porch parties, book exchanges, clean-up days, tug-o-wars, new community gardens, and walking, biking and running events. One neighbourhood decided to run a backyard music festival. When they realised their individual backyards were too small, they removed their fences to create more space.

Capital works award recipients decide collectively on how to spend the prize money. Winning groups receive guidance from city planners and a local architecture firm. Outcomes have included a portable skatepark, a nature trail, and an interest-free loan program to upgrade homes in a run-down area. A range of awards are also given to individual projects.

Genuinely community-driven, participatory, and collaborative, the Festival of Neighbourhoods helps to foster social cohesion, mutual support, meaningful social ties, capacity-building, and sense of place. The projects respond to local needs, offer local government insights into people's priorities and concerns, and boost the city's volunteer base.

A 2009 study found the program was successful in building social capital and community participation. The capital works grant was effective in encouraging social interaction and building relationships between residents and the City. Success factors included strong relationships of trust between city officials and community representatives, and the City's flexible approach in providing necessary resources while enabling communities to take responsibility and ownership for projects (Johnson et al., 2009).

The FoN program is overseen by a steering committee of local government, business, and community representatives. The City provides an in-kind contribution of one key staff member, administrative services, a small operating budget, and the $20,000 capital improvement award. Multiple partner organisations are also involved. Additional support is provided by the Social Development Centre

Waterloo region, a social planning and engagement organisation. Residents can also apply for a range of City grants to support their event.

A dedicated project website provides toolkits, resources, and advice for residents to plan events. In 2020 the program was adapted for COVID-19 restrictions, with events held online, or staged sequentially to avoid large gatherings (CBC News, 2020).

United Kingdom

The Broomhill Project: Arts-led Community Regeneration and Public Housing Upgrade

Greenock, Glasgow, Scotland (2015–present)

Main Practice Domain(s): **Liveability, Housing**
Secondary Practice Domain(s): **Employment, Education, Health and Wellbeing**

Broomhill is an area of high socioeconomic disadvantage located in Greenock, 40 kilometres from central Glasgow. In 2016 Broomhill (pop. 14,000) was listed in the top 10 percent of deprived areas in Scotland (Scottish Index of Multiple Deprivation, 2016).

Launched in 2015, the Broomhill Project centres on community-led collaborations between local residents and experienced artists. Activities have included workshops, artist residencies, films, community events, murals, public gardens, heritage projects, and exhibitions.

The Broomhill Project was developed alongside a major local social housing project. In 2014 housing association River Clyde Homes began a £26m program to upgrade 600 Broomhill properties. Local arts charity RIG Arts was granted initial three-year funding to work creatively with disengaged community members. Additional funding was invested in a range of sub-projects:

- **Broomhill Art Flat (2015):** dedicated hub for free creative workshops: songwriting, photography, filmmaking, painting, stained glass, carving, ceramics, textiles, 3D drawing, mosaic, upcycling. Sited in a public housing tower, it became a popular cultural hub and meeting place.
- **Heid O' The Hill (2015–2016):** 12-month pilot arts scheme exploring Broomhill's rich heritage. Participants created works celebrating the area's history as a former metal foundry, its 1970s punk music scene, and childhood games fondly recalled by older residents.
- **Up the Broomy (2017–2019):** a two-year sub-project focused on training, creativity, and capacity building. RIG Arts worked with local agencies to recruit "community champions" who could benefit from arts training. Participants created inspiring objects, events, and performances. Ongoing supports were embedded via partnerships with mental health organisations, schools, and youth services.
- **Broomy's Bees (2018)**: community co-designed pocket park and educational sensory garden, created on a derelict site opposite a public housing tower. Increases biodiversity, promotes eco-friendly behaviour, references local heritage, and provides welcoming green space. Has all-weather seating and interactive night-lighting. Children created tile artworks and bee habitats.
- **Plastic Fantastic**: eco-focused project engaging local schools and residents to increase environmental literacy, promote recycling, and reduce landfill. Includes upcycling workshops (furniture, clothes mending), an innovative plastic recycling machine (converts discarded bottles into material for 3-D printing), and a public display of upcycled items.

Over four years, around 3600 people participated directly in the Broomhill Project, and over 500 activities were delivered. Evaluated as part of a broader assessment, the project was found to have improved social cohesion, raised community spirit, helped residents build transferable skills, given them a voice in the regeneration process, strengthened sense of place, attracted people to the area, and reduced place-based stigma. It also fostered economic development, created new community assets, improved wellbeing, and increased residents' opportunities for work, education, and training (Anderson et al, 2019: 29–30; Orr, 2019). As of early 2021, elements of the project remain active.

The Broomhill Project project won a 2017 Scottish Urban Regeneration Forum best-practice award (SURF, 2017: 6). Success factors include robust collaborative partnerships, a strong focus on community-led and co-design approaches, alignment with a concurrent housing/revitalisation project, the creative hub being sited within a housing estate, the skills of individual artists, and the innovative approach of RIG Arts, which oversaw a steering group of participating artists and community members. Funding partners included Creative Scotland, Riverside Inverclyde, British Gas, Heritage Lottery Fund, Tesco, People's Postcode Trust, Climate Challenge Fund, and the Scottish Government.

My Community Matters: Asset-based Community Development Tackling Health Inequalities

Stoke-on-Trent, Staffordshire, UK (2012–present)

Main Practice Domain(s): **Health and Wellbeing, Liveability**
Secondary Practice Domain(s): **Education**

Stoke-on-Trent (pop. 256,000) is one of England's most disadvantaged cities, ranking 12th of 317 local government areas on the Indices of Multiple Deprivation scale (MHCLG, 2019: 14). Launched in 2012, the My Community Matters (MCM) program seeks to address health inequalities and empower residents to help positively transform disadvantaged Stoke-on-Trent neighbourhoods. Isolation, apathy disempowerment, pessimism, distrust, and feeling forgotten were common in the target communities. Ethnic tensions, loss of community spirit, low social cohesion, lack of pride in place, community apathy, and degradation of the physical environment were also pervasive issues (Romeo-Velilla et al., 2016).

Trialled in three pilot neighbourhoods in 2012, the MCM program now extends to 10 locations. It offers "community development activities" (fun days, coffee mornings, sewing classes, craft workshops, sport/fitness sessions, gardening clubs, youth events), and "community empowerment activities", focusing on hearing residents' needs and working for positive change (listening events, feedback events, steering group meetings, partnership meetings). Residents can also undertake training opportunities, and "community walkabouts" to map local assets and identify problems (Romeo-Velilla et al., 2016; Community Ventures, n.d.).

MCM is anchored in a "Connecting Communities" (C2) approach (Stuteley & Hughes, 2011), a community-led and asset-based model of neighbourhood transformation. C2 is a long-term, "bottom-up" model for improving health, wellbeing, and liveability in disadvantaged areas. The MCM program seeks to map local assets (social, physical, economic, services); encourage residents to take action, "learn by doing", and lead decisions; and foster partnerships between residents and local service providers (Romeo-Velilla et al, 2016: 8). Tailored to each neighbourhood, it is funded by Stoke-on-Trent Council and delivered via community development workers. It builds on an earlier program, My Health Matters (2009–2012), which aimed to increase physical activity and healthy eating in disadvantaged

communities. Partners include Staffordshire Police, Staffordshire fire service, Stoke City Football Club, and Engage Communities (a specialist service working with ethnic minorities and marginalised groups).

A 2016 evaluation covered six target neighbourhoods (Romeo-Velilla et al, 2016). Outcomes included enhanced local environments and new assets (new community hubs, kerb crossings, park and community garden upgrades, clean-ups, new youth group funding); increased empowerment, social cohesion and positivity in some localities, particularly amongst highly engaged participants; and reduced isolation, littering and antisocial behaviour. Outcomes were limited for more disengaged residents/neighbourhoods, and resident-led partnerships did not develop. MCM was nominated for a 2014 NHS Alliance Innovation in Action Awards (Provider Collaboration).

Evaluators made some recommendations: development programs should engage entire communities, including disengaged residents and areas of high apathy; highly disengaged cohorts require longer program timelines; programs should form collaborations with existing local groups/projects; and resident perceptions of neutral, independent governance can improve engagement (Romeo-Velilla et al, 2016). The program is now delivered by Community Ventures, a community development agency. During the COVID-19 pandemic it offered a befriending service, emergency shopping and prescription collections, dog walking, and community service referral (Community Ventures, n.d.).

The Skip Garden and Kitchen, Story Garden, Paper Garden: Community Gardens for Learning, Health, and Social Inclusion

King's Cross, London (2009 –present)

Main Practice Domain(s): **Health and Wellbeing, Liveability, Education**
Secondary Practice Domain(s): **Employment, Housing**

London is a city of high rents, spatial inequalities, overcrowded housing, and wealth disparity. Despite several policy initiatives targeting food security, it remains a major issue. Food banks struggle to meet demand and 9 percent of children sometimes or often go to bed hungry (Marovelli, 2019: 191; Sustain, 2016). In 2015 London was rated the loneliest region in the UK (ACEVO, 2015).

Many of London's low-income residents are clustered in council estates and social housing blocks, with minimal or non-existent access to communal spaces. This limits social interaction, community cohesion, and play opportunities for children. King's Cross (pop. 13,400) is a multicultural neighbourhood in central London. In 2015 around 48 percent of local children lived in poverty, and 45 percent of older residents lived in deprivation (Kings Cross, 2015). Until recently it had limited green space and a longstanding reputation for crime and drugs.

In 2007 Kings Cross became the site of a huge urban regeneration project, now nearing completion. In 2009 Global Generation, an education charity, established a community garden on the 67-acre construction site. The Skip Garden was set up as a temporary food growing space, under a "meanwhile lease" as part of the developer's strategy for "sustainable innovation and community involvement". The £200,000 project was funded by the Big Lottery, Islington and Camden Councils, and developers (Interim Spaces, n.d.). The installation became an epicentre for a range of community development and engagement activities.

The Skip Garden was designed to be portable, moving to different locations as land was sold for construction. Built by young people and local volunteers, it was created from upcycled rubbish skips and polytunnels, with material donated by construction companies. Residents grew fruit trees, vegetables, herbs, and flowers, and maintained beehives. Based on organic practices (rotational planting, rainwater harvesting, aerobic composting), the garden was largely self-sustaining (Global Generation, n.d.).

The project combined food education for kids, healthy food-sharing activities, workshops, recreational programs, and the Skip Kitchen, a small but lively vegetarian cafe that generated independent income. Staff and volunteers were primarily women from different ethnic backgrounds. Young people with learning disabilities also helped prepare and serve meals. The food preparation area was open to the dining room, and staff, guests, and volunteers ate together at shared tables (Marovelli, 2019: 196).

Sub-projects included:

- **Junior Chef Club:** 10-session program teaching kids about seasonality and diverse culinary traditions
- **Friday Night Out:** fortnightly program for kids aged 8–14 to play football, cook and eat together (fostering healthy attitudes towards sports and food)
- **Lunch and Learning**: kids meet local businesses owners and volunteers, do workshops together, co-design products and activities, then share lunch (Marovelli, 2019: 193).

A recent ethnographic study found that the Skip Garden and Kitchen provided a safe, welcoming space for people to socialise, eat nourishing meals together, exchange knowledge, and share experiences. It fostered social cohesion, built community across difference, and eased loneliness for both participants and volunteers (Marovelli, 2019). The project also improved residents' food security, access to communal space, and knowledge of healthy food. Parents said the garden was "the perfect antidote" to urban lifestyles, and that it encouraged kids to leave the house (Global Generation, 2016). The Skip Garden and Kitchen ran for 10 years, closing in October 2019. In early 2021, some of the skips were relocated to form "parklets" in Kentish Town.

Story Garden: In June 2019 work began on a new temporary garden in Somers Town, an adjacent suburb. The Story Garden is sited on a one-acre block behind the British Library. Around 650 adults and 300 young people co-designed and created the new garden, including residents, school students, local workers, and library staff. Strategies to foster collective ownership included kids' design and build sessions, university collaborations, drop-in volunteer sessions, holiday clubs, and work experience placements.

The site includes garden beds, a kitchen, classroom, gathering space, and workshop. Run by Central Saint Martin's (University of the Arts), the MAKE workshop provides space, guidance, and equipment to help young people co-create projects with community members. Activities include weaving, upcycling, carpentry, permaculture, cooking, and storytelling workshops.

Paper Garden + Floating Garden: As of April 2021, two new participatory projects are underway: the Paper Garden, a "collaborative seedbed" for intergenerational knowledge-sharing, creativity, and community-building, sited in an old print factory in Canada Water, a major new development site in London's Docklands; and a project involving young people and architects co-designing a floating garden on a barge along a nearby canal.

Success factors include the lead agency's expertise; its flexible, inclusive, and creative approach; effective community engagement strategies; a strong volunteer population; and robust partnerships with local councils, developers, businesses, schools, universities, and community organisations.

We Dundee: Crowd-Sourcing Platform for Citizen Engagement

Dundee, Scotland (2013–present)

Main Practice Domain(s): **Liveability**

The port city of Dundee (pop. 149,000) is Scotland's fourth-largest city. Dundee has a vibrant creative community, a high student population, and a strong industrial and maritime heritage founded on textile manufacturing, whaling, and shipbuilding. The city also ranks relatively high on the Scottish Index of Multiple Deprivation (SIMD, 2020), with lower wages, lower life expectancy, and higher unemployment than Scotland overall (Dundee City Council, 2019; NRS Scotland, 2019).

Since the late 1980s, arts and culture-led regeneration have played a central role in countering Dundee's post-industrial decline (Dundee City Council, 2015: 3). The city's creative industries now produce an annual turnover of £190m and employ 3000 people (Harris, 2017).

The We Dundee project was conceived in 2013 as a participatory tool for residents to help shape Dundee's bid to become the UK City of Culture (a national award). A digital crowd-sourcing platform was set up to collect people's impressions of Dundee and ideas for its future. Over nine months the We Dundee website attracted contributions from 4000 people, from over 1000 cities around the world. Local input was also gathered through a pop-up consultation stand that roved around Dundee, and via hundreds of hand-written notes submitted to local libraries. Many of the resulting ideas were staged as activities, projects, and events across the city in the following years (Creative Dundee, 2013).

Dundee did not win its 2017 City of Culture bid. But in 2014 it landed a bigger prize, becoming a designated UNESCO City of Design. Public engagement and participation through the We Dundee project was a "defining feature" of the city's successful UNESCO bid (Dundee City Council, 2015: 3). Citizens' ideas were incorporated into both the UNESCO application and the city's Cultural Strategy (Creative Dundee, 2019: 8).

In May 2020 a major waterfront redevelopment project – the centrepiece of a 30-year scheme to boost Dundee's economic fortunes – was halted due to COVID-19 lockdowns (Anderson, 2020). That same month, the We Dundee project was relaunched. The project seeks to "put the voices of people at the heart of the conversation" about Dundee's future, and its COVID-19 recovery. Project partners are UNESCO City of Design Dundee and Creative Dundee, an arts-based social enterprise.

The We Dundee website is a "playful design tool" and participatory online platform that acts as a public bulletin board, displaying residents' contributions textual/visual form. The process is simple: a question is posted, people type short responses into a box, then add simple design features to create a colourful tile. The tiles are displayed in grid format, forming a collage of diverse voices, ideas, and recommendations.

The first question, "What has surprised you during these [COVID] times?", elicited 215 anonymous responses over six weeks. Data was collated into a report, including respondents' postcodes. Replies reflected people's experiences of lockdown: 39 percent of responses related to outdoor activities.

Across all entries, the most prevalent themes were nature, parks and green spaces, community, walks, and sense of place, respectively.

The current posted question is: “Re-imagine Dundee. What needs to happen next?” Sample answers include: “Pedestrianise Reform Street”, “House the homeless”, “Give graduates a reason to stay in Dundee”, “Infect the city with joy and hope”, “Clean up your dog poo”, “Build properly segregated cycle lanes so I can cycle to work safely”, and “Make more of our City of Design status.” Site moderators also posted several responses that were critical of the We Dundee project (including one that proposed an alternative means of seeking citizen input: “This is not a good way to find out what people need. People who are struggling to survive will not be filling out frilly websites. Please support people’s assemblies.”)

France

Nourishing Landscapes: Urban Gardens for Food Security

Nantes, France (June 2020–present)

Main Practice Domain(s):	**Health and Wellbeing, Liveability**
Secondary Practice Domain(s):	**Education**

In early 2020, food charities in Nantes saw a steep increase in demand as COVID-19 heightened poverty and food insecurity. Sited on the Loir River in north-west France, Nantes (pop. 303,000) won the EU European Green Capital Award in 2013 and was named Europe’s most liveable city by *Time* magazine in 2004. The city has a strong economy but retains concentrated pockets of disadvantage and poverty.

In June 2020, the Mayor of Nantes launched Paysages Nourriciers (Nourishing Landscapes), an urban food project set up to provide fresh produce to vulnerable residents, many of whom became unemployed due to the pandemic. Council staff and volunteers transformed unused municipal land, green space, public parks and greenhouses into community vegetable gardens. More than 50 plots, totalling around 25,000 square metres, have been planted with seasonal crops including tomatoes, courgettes, beets, corn, potatoes, squash, and beans.

Production sites are scattered widely across 11 city districts, with 250 urban gardeners growing organic produce in raised beds with support from local specialists. The gardens are created and tended by resident volunteer and young farmers from around the district. From July–October 2020, around 25 tons of pesticide-free fruits and vegetables were grown, harvested and delivered to 1000 low-income households. Recipients were also given recipe suggestions. Distribution was supported by the local Food Bank, charities, volunteers, and more than 100 neighbourhood associations (Eurocities, 2020; TheMayor.eu, 2020b). Inspired by communal gardens run by the Communal Centre of Social Action (CCAS) in rural and regional towns, the Nourishing Landscapes project was a partnership between the City of Nantes, CCAS, and Service of Green Spaces and the Environment (SEVE).

The project increased the local supply of fresh produce, helped green the city, and improved food security for vulnerable Nantes residents. It also enabled participants to learn new skills, share cultural practices and knowledge, and gain new understandings of agriculture, organic practices, seasonal produce, nutrition, and healthy cooking (FOA 2020a; FOA 2020b). Success factors include the city’s ample green space, the involvement of local agricultural experts, coordinated partnerships with local agencies, and the efforts of numerous community volunteers. No formal evaluation is available, but the project will run again in summer and autumn of 2021.

Norway

Oslo Living Lab: Green Jobs Training and Placemaking For At-Risk Youth

Grønland, Oslo, Norway (Feb 2019–present)

Main Practice Domain(s): **Education, Employment**
Secondary Practice Domain(s): **Health and Wellbeing, Liveability**

Norway is a wealthy country, but in the capital city of Oslo (pop. 1,000,000) there is significant and growing spatial inequality (Finnvold, 2019). Urban regeneration projects devised to tackle this problem have in fact gentrified some areas, pushing out low-income residents (Huse, 2014).

Grønland (pop. 9000) is Oslo's most culturally diverse neighbourhood. Almost half of local residents have an immigrant background (Vassenden & Andersson, 2011); key ethic groups include Pakistani, Somali, and Iraqui. Bounded by major roads and railway lines, the suburb is spatially isolated from wider Oslo. A vibrant place characterised by strong social networks (Miller, 2016: 10, 50), Grønland also has high unemployment and concentrated public housing. Sixty percent of children live in poverty (Taylor, 2017); one-third of young people drop out of high school, and a quarter believe they will become unemployed (Placemaking Europe, 2019). There are few extra-curricular activities for youth, and limited access to high-quality public space (Miller, 2016).

Established in 2018, the Oslo Living Lab (OLL) provides work experience and urban greening training to young people from the local Hersleb High School (H20). The program also empowers them to improve public spaces using tactical urbanism. Run by Nabolagshager (Neighbourhood Gardens), a local Grønland-based urban agriculture and place-making organisation, the program is founded in participatory design principles. Young people are encouraged to drive innovation, with guidance from professional mentors.

The H20 school has struggled with a negative public reputation and low test scores, and students face a range of barriers (Placemaking Europe, 2019). The schoolyard, a large area of underused open space, presented an opportunity to improve the whole neighbourhood's living environment. Students researched community needs, then tested and implemented short-term actions designed to create inclusive neighbourhood meeting places.

Success factors include Nabolagshager's local connections, significant expertise, and existing resources; its effective use of co-design, participatory, and mentoring approaches to engage young people; strong local partnerships; and diverse funding sources. Oslo Living Lab is also part of two key EU research projects, the Edible City Network and the PlaceCity project. While no formal evaluation is yet available, the program will be tracked through these initiatives.

Placemaking Sub-Projects (Tactical Urbanism):

- **Pop-up furniture:** Oslo Living Lab employed local youth to co-create a colourful meeting place in their schoolyard for (and with) the local community. Working alongside volunteers from the local community, and guided by mentors from Makers' Hub, a group of participatory building experts, the young people learned how to build pop-up furniture. They chose paint colours, built and painted six movable seating modules, and planted fruit and flowers in integrated planters.

Music and lunch were provided. Participants gained practical skills and made new connections. Funding sources included the JPI PlaceCity project (Placemaking Europe, n.d.).

- **Parking Day:** 13 students transformed an underused street outside their school into a community space, staging a street party with music, workshops, fun activities, and food from local businesses. Young people offered snacks to passing residents.
- **Pop-up Cafes**: students created three temporary spaces for students and passers-by to sit and socialise, sharing free food and drinks.

Green Training and Employment Sub-Projects:

- **Rooftop garden**: 12 at-risk young people (aged 16–20) were paid a union wage to work part time in Nabolagshager's rooftop garden in summer 2018. The garden has 30 raised beds, a greenhouse, beehives, fruit trees, and laying hens. Participants planted, grew, and harvested food, cared for animals, undertook construction projects, and did workplace skills training. The project is being evaluated, but initial findings suggest it fostered social inclusion. Participants received written references to use in job applications, and many expressed interest in further work. Program funding came from private and public grants. Future graduates will be trained to work as consultants and peer mentors (Curtis & Gallis, 2018: 15–17).
- Circular business model: In 2018–2019, OLL ran an award-winning pilot program using waste from five local businesses to produce a new product. Using bokashi composting, young people made an organic fertiliser, along with a "growing kit" for urban farmers, selling them via pop-up stands at markets. Participants learned business planning, branding, social media, production, marketing, and sales. Project partners included local businesses and Oslo School of Architecture and Design (Sæstad, 2019).

Denmark

We Design for Life: Design-Led Policy Development and Participatory Urban Regeneration
Kolding, Denmark (2012–present)

Main Practice Domain(s): **Liveability**
Secondary Practice Domain(s): **Education, Employment, Housing, Health and Wellbeing**

Kolding (pop. 61,000) is a seaport city in Denmark. The city is now a high-tech manufacturing and transport hub, but its historic roots lie in textile manufacturing and silver production. A UNESCO City of Design since 2017, Kolding is part of Denmark's Triangle Region, made up of seven Danish municipalities that cooperate economically and politically.

While English-language data on Kolding is scant, there is evidence of locational disadvantage. The suburb of Skovvejen/Skovparken, for example, is one of Denmark's 15 legally designated "ghettos", controversially defined as a neighbourhood of 1000-plus where 50 percent of residents have "non-Western" heritage, and where income, education, and employment levels are low. The area has a high concentration of social housing and many residents are from refugee backgrounds (Overgaard, 2018; Barrett, 2020; Nord News, 2020).

In 2010, the Kolding Municipal Council began exploring options to regenerate the city, which was being impacted by the GFC, an ageing population, and a lacklustre reputation. After conducting a survey on the city's image, in 2012 Council engaged a consultant to run staff workshops and in-depth citizen

interviews to pinpoint Kolding's main strengths. Four "future scenarios" were then devised and tested in creative workshops with residents. Finally, 650 citizens attended a public meeting ("Vision Forum") to explore scenarios in depth. SMS responses were streamed to a big screen, and attendees voted for their preferred scenario. Co-designed with 900 residents, the resulting Vision Statement positioned Kolding as a hub for entrepreneurship, social innovation, and education. In December 2012 it evolved into a municipal strategy called "We Design For Life", which puts design at the centre of all civic processes.

Kolding's approach went beyond the traditional formats for design-led regeneration: urban design (new/upgraded public facilities), creative industries approaches (attracting creative workers), cultural planning (devising events to attract investment), and place-branding. Criticisms of these approaches highlight their high cost, tendency to fragment into projects run by separate departments, and focus on material outcomes, rather than design-led processes (Julier & Leerberg, 2014).

Kolding's strategy exemplifies the emergent use of "design thinking" as a policy development tool (Armstrong et al, 2014). Design thinking is an exploratory, iterative, collaborative process in which participants redefine problems and co-create solutions. It emphasises empathy, observation, visualisation, prototyping, and testing (Mintrom & Luetjens, 2016). To support the new strategy the City created a Design Secretariat, established a new role of Chief Design Officer, trained 25 staff in design thinking, engaged 250 municipal managers to revise council systems, and recruited 50 local representatives as "vision ambassadors" (Jungersen & Hansen 2014).

One evaluation found Kolding's shift to design-driven processes reduced the municipality's expenses by 6.6 million Euros per year from 2013–2015 (UNESCO, n.d.). Success factors include effective citizen engagement; partnerships with local universities and business associations; and an existing Danish governance culture that emphasise co-creation, participation, and decentralised decision-making. Detailed English-language sources are scant, but many initiatives evidently seek to engage citizens in addressing social disadvantage and/or sustainability. Examples include:

- **RE:USE** circular economy project: unwanted household items are donated to the city's recycling depot, upcycled by staff, and displayed in a showroom. Unemployed citizens can collect the items for free. In 2018, 36.5 tons of furniture and appliances were donated to vulnerable residents; 52 unemployed people worked in the project, 50 percent of whom subsequently took up employment, internships, or education opportunities (Kolding Municipality, 2019: 14–15).
- **Sustainable City:** retrofitted portable shipping container where citizens co-design sustainability projects (repair events, urban gardens, sustainable festivals) with municipal staff (ICLEI, n.d.).
- **International Design Camp 2017:** over two weeks, Danish and international students joined companies, designers and researchers to co-design "scalable design solutions to meet the world's sustainability challenges" (partnership with Kolding Design School and Business Kolding)
- **Sustainable Social Housing Project**: university-City partnership that challenged PhD students to design strategies to upgrade Kolding's social housing spaces (Jungersen & Calleja, 2017: 5)
- **Warm Hearted Job Centre** (2015): jobseekers found Kolding's Job Centre unwelcoming and did not enjoy engaging with staff. This intervention sought to make the place more "warm hearted" for them. Workshops were run, and a script for a "warm hearted" phone conversation was developed; the user journey through the centre was mapped, décor upgraded, and architectural firms submitted proposals for a café in the foyer. An evaluation found improved user perceptions of interactions with staff (City of Kolding, 2017).

New Zealand

All Right? Community-Led Mental Health Initiative For Disaster Recovery

Christchurch (2013–present)

Main Practice Domain(s): **Health and Wellbeing**
Secondary Practice Domain(s): **Education, Employment, Housing,**

In 2010 and 2011, the city of Christchurch was rocked by a series of devastating earthquakes that killed 185 people, injured 6659 more, destroyed over 10,000 homes, and reduced much of the city to rubble. In the aftermath, safeguarding residents' wellbeing became an urgent priority for local government. The disaster sparked trauma, anxiety, and chronic stress, and exacerbated hardship and disadvantage (Sullivan & Wong, 2011; Thornley et al, 2015). In a survey of 800 residents in 2012, almost one-third of respondents said the earthquakes had caused them financial problems, over one third stated that their life was worse since the quakes, and one third said they were now experiencing more health issues (All Right? 2013).

Launched in February 2013, All Right? began as a mental health promotion campaign designed to support the psychosocial recovery of Christchurch residents (pop. 390,000) and the wider Canterbury region (pop. 645,000) after the quakes. It was a community-led project, with the campaign designed by a cross-disciplinary project team made up of local residents. The initial rollout featured validating messages and gentle questions about mental health, self-care, and the importance of seeking support from family and friends. These conversation prompts were placed on hoardings, road cones, and banners around the city. The campaign was deliberately designed to resemble guerrilla street art, not a branded official government message (SRRG, 2019: 54–62).

The All Right? program sought to normalise conversations around wellbeing, promote responsibility-sharing, and build community capacity and resilience. It was informed by the "social determinants of health" approach, local action research, and academic literature on disaster recovery. It drew on a briefing paper by NZ's Chief Science Advisor about the likely psychosocial effects of the quakes, and strategies for mitigating harm (Gluckman, 2011). Post-disaster research posits four stages of recovery: the Heroic Phase, Honeymoon Phase, Disillusionment Phase, and Reconstruction Phase. All Right? was launched two years after the main quakes, during the "disillusionment phase", when people begin to grasp how long recovery will take and start feeling frustrated, tired, overwhelmed, and a sense of grief (SRRG, 2019: 57).

All Right? has evolved into an ongoing, national wellbeing and mental health program. It runs social media campaigns, publishes research, and provides free online and hard-copy resources for kids and adults, including apps, games, and parenting courses. Playful and creative elements have included singing telegrams, reassurance postcards, and tear-off complement posters. Project partners include the Canterbury District Health Board and the Mental Health Foundation of New Zealand (All Right? n.d.).

A 2019 evaluation found that 98 percent of respondents said the All Right? campaign's social media messages were helpful, and 96 percent said it gave them ideas about ways to help themselves (SRRG, 2019: 61). Success factors include a clear policy mandate, ongoing funding, sound research and evaluation, a basis in established practice models, effective engagement tools, and a diverse multidisciplinary team who built community trust (SRRG, 2019: 58–59). The program also helped foster

several community-led recovery projects, including River of Flowers (annual memorial event), the participatory place-making project Gap Filler (tactical urbanism), and Greening the Rubble (urban greening). A "Champions Network" of residents who were recruited early in the campaign remains connected, with 60 members reuniting after the 2019 mosque attacks.

Despite schooling disruptions, a 2017 study found that overall, the quakes did not impact school completion rates for students who remained living in Christchurch after the quakes. The study suggests post-quake health-promotion initiatives likely served as a protective factor, increasing community cohesion and helping residents manage stress (Beaglehole et al., 2017: 73).

5.5 Conclusion: What Factors Influence Program Success?

Despite the challenges of evaluating place-based initiatives (see p. 57–58), the research undertaken for these Case Studies highlights some important factors that can contribute to positive outcomes and overall program success. Effective initiatives often had a multi-pronged focus, involving cross-sector collaboration and spanning more than one Practice Domain. Having a highly capable and properly resourced lead agency, one with strong connections to the community it serves, seems to be an almost universal feature of effective programs. Robust partnerships, sound governance, adequate funding, and generous timeframes were also identified as central to program success.

Sound community engagement strategies emerged as the bedrock of many effective programs. While terminology and models differed, there was an emphasis on approaches that are genuinely collaborative, respectful, empowering, and inclusive; relevant terms included "participatory", "community-led", "community-driven", "co-design", and "design thinking". Effective programs empowered residents to play an active role in identifying issues, solving problems, and shaping the purpose, direction, and/or roll-out of the program.

Less obvious, but worth noting, was the inclusion of program ingredients not easily captured in the dry language of policy: playful, innovative, creative, spontaneous, or celebratory activities and approaches. While tricky to quantify, the value of these elements should not be underestimated.

Past studies have identified some key factors that can influence the success of place-based programs. Broadly speaking, these include funding, program duration, governance, partnership frameworks and processes, program actions/activities, and community involvement (Crimeen et al, 2018: 7). More specifically, one recent study identified four key characteristics of "promising" place-based interventions in the Australian context:

- **Cross-sector collaboration:** trusting and respectful relationships, shared vision and goals, inclusive and open processes, clear communication, multi-sector capacity-building, having dedicated and skilled "backbone" organisations, sufficient resources, sound leadership
- **Genuine community engagement:** involve and empower people, build capacity, manage power dynamics and conflict
- **Holistic thinking:** diverse perspectives, inclusive processes, holistic planning, pursue systemic action, tailor to local context
- **Adaptability:** flexible structures, responsive approach, clear roles, supportive governance, feasible evaluation methods, a culture of continuous learning (Fry, 2019: 52–54).

AHURI researchers offer a useful schema for thinking about locational inequalities. Cheshire et al identify two types of place-based disadvantage: "places where disadvantaged people live" – areas with above-average unemployment, and lower levels of education and income, etcetera; and "places that may disadvantage people" – where the characteristics of an area itself put its residents at a disadvantage, perhaps because services are limited, or the place is inaccessible/physically isolated (Cheshire et al, 2014: 2–3).

These two types of disadvantage often overlap, but the distinction is worth bearing in mind when considering the aims, design, and implementation of place-based programs in communities. It is also important to acknowledge that neighbourhood-level interventions cannot address the structural drivers of poverty; effective local action must be connected to broader contexts, including regional and national policy (Taylor et al., 2017).

Other studies emphasise the importance of avoiding a "deficit mindset" in developing place-based policy responses and social equity programs (Churchill et al, 2012: 30; Taylor et al, 2017). Some so-called "disadvantaged" communities may reject that label outright, viewing it as patronising, counterproductive, or inaccurate (Pyett, 2002: 332–333). The reality is that every "disadvantaged" area has its own unique characteristics and strengths, and resident populations often harbour significant social capital, community pride, dynamism, and talent (Cheshire et al, 2014: 94). Overlooking these positive attributes not only risks disempowering residents, eroding mutual respect, and perpetuating place-based stigma; it also represents a missed opportunity.

Both those prior studies and our Case Studies research reinforce an important point emerges: in order to deliver meaningful and lasting benefits for a particular community, place-based interventions must first seek to recognise and build upon that community's existing assets, knowledge, and strengths.

PART B: COVID-19 Impact Study

Part B of this report comprises an analysis of COVID-19's impacts on Australia, Geelong, and our three localities of focus. Building on our findings from Part A (Environmental Scan), the COVID-19 Impact Study seeks to do the following: extend understanding of the social and economic factors that drive community outcomes; take a focused look at the Geelong region and its statistical and policy contexts; compile a statistical and historical profile of Corio, Norlane, and Whittington; provide a detailed analysis of the pandemic's impacts on communities in these three localities; analyse gaps and unmet needs revealed or highlighted during COVID-19; explore possibilities for targeted initiatives to improve residents' quality of life; and formulate a set of preliminary suggestions.

Methodology

The COVID-19 Impact Study was completed in three stages:

- Examine how the key learnings identified in Part A (Environmental Scan) may be impacted by the COVID-19 pandemic in Australia (across the five Practice Domains). The learnings and possibilities from Part A were then assessed in terms of their potential application to Geelong, and to the suburbs of on Corio, Norlane, and Whittington.
- Source and analyse relevant data to gauge the impacts of COVID-19 on the Geelong region, with a focus on Corio, Norlane, and Whittington. This data was both city-wide and locality based, and drawn from sources both external and internal to the City of Greater Geelong. From this data the research team compiled a statistical portrait of the three target localities, and provided key historical context to give a fuller picture of their socioeconomic trajectories.
- Consult with community experts to complete a more fine-grained and grounded assessment of how COVID-19 has been lived in these three localities. Data was gathered via interviews and a focus group with key people working in local community-based roles. Consultations sought to gain insights into how these communities dealt with the pandemic, what factors supported economic resilience and social cohesion, which interventions worked best or could have enhanced people's experiences, what gaps and unmet needs were exposed, and suggestions on priority areas for action and specific initiatives that would benefit these communities.

SECTION 6: Impacts of COVID-19 on Australia and Geelong

This section is structured as follows:

- National trends: COVID-19's impact in relation to the economy, income, and each of the five Practice Domains, concluding with a summary of how these trends impact on disadvantage
- A portrait of Geelong before the pandemic (2019), and during the first year of the crisis (2020), including a picture of employment losses, local reponses, and in-migration.
- Looking ahead at likely future impacts on Geelong.

6.1 National Trends

6.1.1 Economy and Income

During the Global Financial Crisis (2007–2009) the Australian economy contracted by 0.5 percent. In the first half of 2020, the COVID-19 pandemic caused the most severe contraction in global and domestic economic activity in decades (Reserve Bank of Australia, 2020). By the June quarter of 2020, the Australian economy had contracted 7.0 percent. This was the second consecutive quarterly contraction, and the sharpest on record, sending Australia into its first recession in 30 years. By February 2021, a domestic recovery had occurred faster than was expected, with the Victorian lockdown impacting economic activity less than had been predicted (Reserve Bank of Australia, 2021). This recovery was consistent with global patterns, whereby partial recovery has followed the easing of lockdown restrictions. However, the unpredictability of the economic context was underscored by a snap Stage Four, five-day lockdown in Victoria in mid-February. To provide context for the impacts of COVID-19 on the five Practice Domains, we will look now at this evolving picture in a more detail.

In 2019, Australia was not in great economic shape. While the country had seen over 20 years of uninterrupted economic growth, this had slowed considerably and there was rising unemployment, stagnant wage growth, and interest rates at close to zero. Consumer confidence was down, and retail spending slumped to a 28-year low nationally in 2019. Nationwide, over 160 popular Australian chain stores were earmarked for closure in late 2019, including Dimmy's, Bardot, EB Games, JeansWest and Curious Planet (National Geographic), which closed Geelong outlets.

The COVID-19 pandemic therefore hit an already-vulnerable economy. As Australia began implementing COVID-19 social distancing rules and stay-at-home restrictions, the national borders closed on 20 March 2020. Over the March quarter 2020, GDP fell 0.3 percent, leading to a 2 percent contraction by the end of the year. Incomes rose by 6.2 percent over this period, but only as a result of government payments related to COVID-19 and the Black Summer bushfires, along with an 11 percent increase in insurance payouts as a result of bushfire and hailstorm claims. But rather than spend this additional income, Australians saved. While COVID-19 reduced overall consumer spending, some sectors did experience a lift as people stocked up on food, home furnishings, household equipment, and cleaning products, and spent more money on communications and education. Other sectors saw dramatic falls, led by transport, hotels, cafes, and restaurants (down 9.2 percent), along with falls in sales of clothing, footwear, and vehicles (both their purchase and operation costs) (Martin, 2020).

While consumption increased nationally in the September 2020 quarter, following an extremely weak June quarter, the global recession reduced export demand for Australian goods and services and disrupted supply chains that businesses depend on. In October the International Monetary Fund (IMF)

estimated a -3.5 percent global growth contraction for 2020, 0.9 percentage points higher than projected in the previous forecast (reflecting stronger-than-expected momentum in the second half of 2020). Amid exceptional uncertainty, in January 2021 the IMF reported that the global economy was projected to grow 5.5 percent in 2021 and 4.2 percent in 2022. In February 2021, growth in the Australian economy was expected to be around 3.5 percent over both 2021 and 2022 as the recovery progresses (Reserve Bank of Australia, 2021).

In line with the unexpectedly speedy economic recovery evident by February 2021, the labour market performed better than predicted: "Employment grew strongly over the latter part of 2020, and the unemployment rate declined to 6.6 percent in December" (Reserve Bank of Australia, 2021, p. 1). While the sharp increase in unemployment at the height of the 2020 restrictions mostly reversed, over 900,000 Australians remain unemployed in the first quarter of 2021, around 220,000 more than at the onset of the pandemic.

In Victoria, COVID-19 Stage 3 stay-at-home restrictions were in place from 30 March to 12 May 2020, and resumed for metropolitan Melbourne and Mitchell Shire from 9 July to 2 August. On 7 July restrictions escalated to Stage 4 and a curfew was put in place between 8pm and 5am. Victoria's regional areas, placed on Stage 2 restrictions from 13 May, moved to Stage 3 from 5 August. The second lockdown ended on 28 October for Melburnians. While it was necessary to protect the community's health and safety, it limited activity across a range of consumer service sectors and was expected to cost between $10–12 billion (Federal Treasury estimates, 2020). In mid-February 2021, a snap Stage 4 lockdown was imposed in response to an outbreak of the more virulent UK COVID-19 variant.

In mid-2020, Victorian Government modelling predicated that real Gross State Product (GSP) would fall by 5.25 percent in the 2020 calendar year, and that by the September quarter Victoria's unemployment rate would rise to 9 percent. In reality, unemployment peaked at 7.5 percent in September, and a 2.1 percent increase in full-time employment over October and November saw the state's unemployment rate recover to 6.8 percent by November. However, at the end of 2020, Victoria still had 138,000 fewer employed people than in March 2020, and 226,000 more unemployed people (ABS, 2020).

Unemployment and significant reductions in hours worked over 2020 had obvious impacts on income, with people at the lower end of the scale hardest hit. A report on COVID-19's impact on income inequality in Australia stated five key findings, based on data for the first half of 2020 (Davidson, 2020b):

1. COVID-19 has led to sharp falls in paid working hours.
2. Women, young people, and lower-paid workers have been most affected to date.
3. Government income support policies shielded many low income-earners from income losses.
4. These new income supports offset much of the increase in earnings inequality from COVID-19.
5. The impact of COVID-19 on income inequality over the next few years will depend very much on how these income support policies evolve.

The report concluded that unless public policies can fully offset the increase in private income inequality, "those on the lowest incomes would no longer be shielded from the effects of higher unemployment and income loss, and it is likely that COVID19 will leave a legacy of greatly-increased income inequality and poverty" (Davidson, 2020b, p. 14)

Next, we consider COVID-19's reported impacts on Australia for the five Practice Domains: Education, Employment, Health and Wellbeing, Housing (mostly relating to affordability), and Liveability.

6.1.2 Education

As discussed in Part A, educational outcomes are impacted by several factors linked to locational disadvantage, including family background and housing. A recent study examining the impact of rising unemployment on disadvantage in regional NSW suggests that "evidence from previous recessions and analysis of the impact of COVID-19 and the public health response on education suggest that the effect on educational attainment and engagement will be greatest for disadvantaged students, who can least afford the additional negative impact" (Equity Economics, 2020a, p. 33). These impacts are attributed to two main factors: "disruption of face-to-face learning because of public health orders and increased absenteeism; and increased rates of parental and societal unemployment leading to increases in family stress and insecurity" (Equity Economics, 2020a, p. 32). To date, only Victoria has introduced a policy response to address COVID-19's impact on student disadvantage (Tutor Learning Initiative 2021).

Another study reports that children living in low-SES (socioeconomic status) communities face four key barriers to remote learning (Drane, Vernon, & O'Shea, 2020, p. 3): long-term educational disengagement; digital exclusion; poor technology management; and increased psychosocial challenges. Next we summarise some recent Australian studies that consider COVID-19's impacts on education in relation to five key areas of concern: (1) access to quality education; (2) students with disability; (3) Aboriginal and Torres Strait Islander children; (4) parents' perspectives on home-based learning; and (5) digital inclusion and online education.

Access to Quality Education

Clinton considers the factors that impede access to quality education, particularly for more vulnerable groups. She reports that Australian children living in poverty "will experience exacerbated risk as a consequence of the COVID-19 school interruption". These children, who are at risk of missing around 10 weeks of in-school education, are likely to experience "a significant interruption of learning, access to support for health and well-being". As a result, "the equity gap will increase and for many, the chance of recovery from the impact of living in these vulnerable contexts will be diminished" (Clinton, 2020, p. 4).

More specifically, Clinton suggests that students from disadvantaged groups will likely experience ten key impacts as a result of the pandemic (Clinton, 2020, p. 5): (1) increased stress; (2) low self-regulation of learning progression; (3) no access to quality learning strategies and guidance; (4) less access than peers to educational resources and activities; (5) continued and reaffirmed experience of past lack of learning progress; (6) minimal concept of themselves as learners (possibly leading to less future engagement in schooling, including absenteeism and dropouts); (7) lack of facility in critical reading and numeracy skills; (8) living in homes not offering safe haven, thus exacerbating physical and emotional health issues; (9) parents with low capacity or desire to help engage them in schoolwork; and (10) loss of opportunity to engage in schoolwork, particularly in preparing for high-stakes exams.

Clinton argues that successful recovery from these impacts should be based on understanding the community context. This includes recognising the complexity and dynamic nature of communities, using community-led approaches, excellent diagnosis of individual student needs, an adaptive approach based on continuing assessment of impacts and needs, effective communication between the community and other partners, and capacity-building that recognises, supports, and builds on individual and community strengths.

Students with Disability

A study on the experiences of Australian students with disability during COVID-19 lockdowns (Dickinson et al., 2020) reported three significant findings: schools were unable to provide adequate, assertive, and proactive support for students with disability; the onus for providing inclusive education shifted from teachers to students and their families; individual Education Plans (IEPs) did not work as intended, and while NDIS needs changed, corresponding supports were not secured (2020, pp. 3–7). On other factors impacting education, the study noted that its findings were related to "the age, gender, cultural background, location of individuals, their educational arrangements", and an index of COVID-19's family impacts, such as job or income loss, and restricted access to food (Dickinson et al., 2020, p. 15).

The study proposes seven educator strategies to support students with disability during and after the pandemic: (1) ensure students are socially connected to peers and the school; (2) pay attention to social and emotional learning and foster deep connections between students; (3) provide planned and intentional support; (4) create accessible online spaces underpinned by Universal Design for Learning principles; (5) develop strong and enduring relationships with students, checking in regularly via formative feedback; (6) check how students are faring and the curriculum's accessibility; and (7) activate student voices (Dickinson et al., 2020, p. 41).

Aboriginal and Torres Strait Islander Children and Their Families

A study exploring COVID-19's impacts on Aboriginal and Torres Strait Islander children and their families highlighted three major issues (Secretariat of National Aboriginal and Islander Child Care, 2021, p. 1): restrictions impacting children's ability to maintain connected to their culture and/or language; the pandemic's social and economic impacts causing disruption and stress, and affecting the mental health of children and families; and an early childhood education and care (ECEC) funding model that is ill-equipped to meet the support needs of families. In relation to education, the study recommended additional therapeutic support for young children and infants to address issues including heightened feelings of anxiety, distress, and uncertainty; worry about infection, or infecting family members and Elders; and disruption to usual care and education. It also recommended that governments provide children and carers with technological resources so they can access essential education and support services, and so children can maintain contact with their families and communities.

Parents' Perspectives on Home-Based Learning

Research examining parents' perspectives on home-based during COVID-19 found that parents have a wide range of views on how, how often, and how well schooling was carried out (Fahey & Joseph, 2020). While many parents reported that their children fell behind in their learning, most felt well-supported by schools, and the experience generally improved their opinions of the education system — especially the role played by teachers. However, parents in regional and rural areas were markedly less satisfied with the home-based learning experience.

Importantly, 66 percent of parents in low-income households reported reduced work hours or loss of employment due to school closures. This appears partly explained by the finding that "lower income households disproportionately reported being those with a single working parent — meaning that school closures left little option for working parents to reduce hours or withdraw from work" (Fahey & Joseph, 2020, p. 6). While this suggests children of single working parents may have had greater access to parental supervision, other factors linked to household income may also have impacted educational

outcomes, such as security of housing tenure. This may explain why "parents in lower income households were more likely to report their child made less progress than those in higher income households" (Fahey & Joseph, 2020, p. 9). Moreover, parents in lower income localities were less informed and confident around expectations for home-based learning.

Digital Inclusion and Online Education

A key concern expressed in recent academic literature is how the shift to online education delivery will generate disadvantages for students who are digitally excluded (Wilson, 2020), and how this problem might be addressed. Two recent Australian studies discuss inequalities in access and digital skills.

The first, from the Mitchell Institute for Education and Health Policy (Noble, 2020), posits that "school closures will increase inequality unless urgent action closes the digital divide". Noble uses data from the Australian Bureau of Statistics Household Use of Information Technology (HUIT) Survey to evidence the link between household income and significant disparities in home internet access, with those in the lowest income quintile much less likely to have access. As Wilson reports, this suggests that a shift to online schooling will see digital inequality compound the existing educational disadvantages faced by students in low-income households. Furthermore, if digital exclusion disrupts the education of these students, they are less likely to return to a successful educational pathway (Wilson, 2020). Negative effects may be further compounded by low digital reading literacy skills amongst students from low socioeconomic backgrounds. Noble concludes by calling for "a more comprehensive policy response that might include the subsidised provision of equipment and home internet to students or education providers" (reported in Wilson, 2020, p. 2).

In a second study, by the Australian Council for Educational Research (ACER), Fraillon reports on working from home and digital literacy (Fraillon, 2020). He questions "whether Australian school students are sufficiently digitally literate and confident to effectively transition to online learning and whether teachers have demonstrated the capacity to innovatively use digital technologies in their teaching and learning practice to facilitate this transition" (reported in Wilson, 2020, p. 3). Fraillon concludes that "[In] the context of remote learning, the impact of deficiencies of these skills will be magnified as they may inhibit students' capacity to engage effectively with remote learning, as well as being necessary areas of learning themselves" (Fraillon, 2020).

Data from the National Assessment Program – Information and Communication Technology Literacy (NAP-ICT) reveals significant disparities in digital skills and literacy proficiency based on socioeconomic status and geographic location. Indigenous students, pupils whose parents have low education levels, are not employed or work in low-skill occupations, and students from regional and remote areas "report significantly lower than average proficiency scores" (reported in Wilson, 2020, p. 3). The findings suggest schools with high numbers of such students should be mindful of the need for substantial student and teacher support.

In a ministerial briefing paper on the likely educational impacts of COVID-19, Masters presents five key findings about home learning for children considered to be vulnerable from both a social and educational perspective (2020): (1) socially vulnerable children are over-represented among educationally vulnerable students; (2) the negative impact of educational vulnerability on students' capacity to learn is exacerbated by their reduced access to resources at home; it is also associated with social vulnerability, thus reinforcing a continuous cycle of disadvantage; (3) parents of educationally

disadvantaged students tend to have lowers levels of education, socioeconomic status, and consequent capacity to provide home learning support and resources; (4) the likelihood of educational programs having a positive impact on vulnerable students will greatly increase if support is also provided to deal with their basic needs; and (5) the basic profile of educationally vulnerable children seems to be consistent across students, regardless of their age.

Drawing similar connections between social and educational disadvantage, Quilter-Pinner and Ambrose reach similar conclusions in their study on the future of education in the UK after COVID-19, highlighting a need "to tackle inequalities outside, as well as inside, the classroom" (2020, p. 3).

6.1.3 Employment

Our review of key academic research (Section 3) indicates that employment outcomes are impacted by several factors linked to locational disadvantage – in particular, education, housing, health and wellbeing, and socioeconomic status. In turn, employment can also significantly impact all these factors, and is deeply implicated in locational disadvantage. For example, a drop in employment is likely to lead to higher rates of domestic violence and children at risk of neglect, increased housing stress and homelessness (Equity Economics, 2020b), and lower educational attainment (Deloitte Access Economics, 2020). Moreover, from late March 2021, as the Federal Government JobKeeper scheme and JobSeeker Coronavirus Supplement both come to an end, the true effects of higher unemployment will start to materialise (Deloitte Access Economics, 2020). For details of payment rates for both schemes, along with the current baseline rates for JobSeeker payments, see Section 2.6 (p. 13)

As COVID-19 restrictions hit home, Australia's unemployment rate hit a two-decade high in June 2020, Business confidence nosedived in September, reflecting eroding consumer confidence. There was recognition that the economic downturn "is exacerbating entrenched disadvantage and placing millions of Australians on the precipice of disadvantage for the first time" (Equity Economics, 2020a, p. 4).

In Australia, 40 percent of GDP and 70 percent of employment is derived from services, and this area took a major blow. A Grattan Institute report published in April 2020 listed the economic sectors and industries most impacted by COVID-19:

- hospitality (cafes, restaurants, hotels, and clubs)
- tourism and accommodation
- retail
- education (especially those areas exposed to the loss of international students)
- arts
- high-touch industries (gyms and trainers, beauty therapists, tattooists) (Coates et al., 2020).

While unemployment was at 5.1 percent nationally at the start of 2020, by August it had climbed to 7.5 percent. When adjusted for the significant decline in labour force participation, the figure was much higher, at 10 percent. By December, the national rate of unemployment had recovered to 6.6 percent, while the effective rate – discounting government JobKeeper payments, and including people not captured by official labour market figures – was estimated to be around 13 percent.

COVID-19 led to sharp falls in paid working hours. Younger Australians, lower-paid workers, and women were hardest hit (Davidson, 2020b), as these groups were over-represented in the occupations and industries most affected by lockdowns and social distancing measures (Coates et al., 2020). While an

estimated 38.6 percent of jobs and 39.7 percent of hours can be worked from home (Coates et al., 2020), this still leaves over 60 percent of jobs that must be done in person. Moreover, "households most vulnerable to loss of employment or reduced working hours were disproportionately younger, single people or sole parent families, living in poverty before COVID-19, and renting privately" (Davidson, 2020b, p. 10). A report on inequality in Australia warned that public policy should target:

> investment in employment assistance and training for those who have lost employment or paid working hours, particularly women, young people and those unemployed long-term… Otherwise, those on the lowest incomes would no longer be shielded from the effects of higher unemployment and income loss, and it is likely that COVID-19 will leave a legacy of greatly increased income inequality and poverty (Davidson, 2020b, p. 14).

Another 2020 study suggested that following shutdowns, employment services will have to be redesigned to "combine effective face to face job counselling, job matching technologies, and intensive case management with well-targeted employer demand strategies" (Casey & Lewis, 2020, p. 7).

Looking ahead, industries that rely on international travel and migration – especially higher education, tourism, and aviation – are likely to remain depressed while Australia's borders remain closed or restricted (Wood, Griffiths, & Crowley, 2021). Universities Australia estimates the sector will lose $16 billion in revenue between June 2020 and 2023, and widespread job losses have been reported across higher education institutions (Ferguson & Love, 2020). Workers in the hospitality industry, retail, education and training, and the arts also face an ongoing risk of significantly falling employment, as these areas may be slow to recover (Brendan Coates et al., 2020). Other Australian data predicts that "accommodation and food services" and "arts and recreational services" will be the sectors worst hit by COVID-19 (Anderson et al., 2020). The same research suggests that the construction and manufacturing sectors are best positioned to generate the largest positive spillovers for the rest of the economy.

While some sectors have evidently experienced positive employment impacts through work responding to the pandemic – including distribution, health, cleaning, and professional services – to date there is scant data available to quantify these effects.

Next we summarise some recent Australian studies that consider COVID-19's impacts on employment in relation to five key areas of concern: (1) remote working; (2) local manufacturing; (3) the arts and culture sector; (4) young people; and (5) women in the workforce. The first four sub-sections comprise updated summaries adapted from *Resilient Geelong: Reasons for success and challenges for a post-COVID-19 future*, a research report for the Committee for Geelong (Johnson, Mundell, & Bartel, 2020).

Remote Working

Early in the pandemic, it was predicted that COVID-19 could prompt a lasting shift to toward remote work (Hern, 2020; Hopkins, 2020). Figures published at the end of 2020 indicated that the shift was significant, with a study by the Australia Institute's Centre for Future Work indicating that 51 percent of employees had "chosen, or been requested by their employers, to perform some or all of their work from home as a result of the COVID-19 pandemic (including 55% of men, and 47% of women)" (Nahum, 2020, p. 27). However, the OECD noted that not all jobs, businesses or regions are equally suited or equipped for remote work, and that this option remains inaccessible to many workers due to pre-

existing inequalities, the digital divide, or the nature of the job requiring the worker's physical presence (OECD, 2020). In Australia, all income categories above $80,000 indicated an above-average propensity to work from home, including 78 percent of workers earning more than $200,000. While 62 percent of full-time workers had worked from home, only 30 percent of casuals and 35 percent of part-time workers had done so (Nahum, 2020, p. 27).

Looking at global responses, some local governments supported the switch to remote work by giving businesses access to free telework training, software, and subsidised equipment, and collaborating with local tech companies to expand online support services for workers and employers (C40 Knowledge Hub, 2020). Initially, the shift online was a crash course in learning-by-doing. If the remote working trend persists, upskilling will be an ongoing requirement (Agrawal et al., 2020).

This shift also has implications for workplace culture, home life, and community connections. One potential upside is that a more scattered workforce could help revitalise local high streets (De Poloni, 2020; Ryerson CBI & ULI Toronto, 2020b). While working from home may increase job satisfaction and productivity and lower staff turnover, absenteeism and stress, there are potential drawbacks too. Some research has found that extended stretches of home-based work can inhibit knowledge sharing, disrupt life-work balance, and make workers feel socially and professionally isolated (Sander, 2020).

Local Manufacturing

COVID-19's disruption of global supply chains has highlighted Australia's need to be more self-sufficient. This presents an opportunity for domestic manufacturing to play a central role in the nation's economic recovery (Duke & Foley, 2020; Green, 2020). The pandemic has accelerated the reshoring trend, with Japan, France, Germany, and the US all moving jobs back onshore to reduce supply-chain vulnerabilities.

Manufacturing expert Professor Roy Green argues that Australia's economic recovery strategy must embrace technological change and innovation, while also tackling climate change and social inequality. He argues that smart specialisation offers a strong competitive advantage; Australia should nurture its niche markets and create "clusters of small manufacturing industries we can develop" (Green, 2020).

The uptake of Industry 4.0 – the unfolding "fourth industrial revolution", or the digitisation of production processes – is an increasingly important aspect of the manufacturing sector (Belton, 2020; Seric & Winkler, 2020). In a 2018 report, Australia's Advanced Manufacturing Growth Centre (AMGC) posits Industry 4.0 as an opportunity to reshore some production to Australia and return jobs to regional areas, including Geelong (Advanced Manufacturing Growth Centre, 2018). Geelong is well-placed to contribute to a revival in regional manufacturing, argues Lyn George, Chair of the Geelong Manufacturing Council. The city is big enough to be home to a diverse range of manufacturing companies, says George, yet small enough to foster a healthy ecosystem built on networking, knowledge exchange and cooperation. Deakin University's Geelong campus, research strengths, and industry connections present another advantage (George, 2020).

Advanced manufacturing demands a workforce that is skilled, innovative, creative, and engaged in ongoing learning (Shamim et al., 2016). Core workforce skills include digital literacy, critical thinking, and intelligent data analytics. Industry 4.0 will thus fuel a need for high-quality education and training, including regular reskilling and upskilling, with short-form qualifications (micro-credentials) being canvassed as one option (Price Waterhouse Coopers Australia, 2019).

Arts and Culture

COVID-19 has dealt a heavy blow to Australia's arts and cultural sector. Ongoing event cancellations have placed many arts organisations in financial peril, and left thousands of workers without income. The Grattan Institute predicted that 75 percent of workers in the creative and performing arts would lose their jobs due to the pandemic (Coates et al, 2020).

Many arts organisations did not qualify for the JobKeeper scheme due to their uneven cash flow, derived from a mix of box office takings, ticketed events, grants, sponsorship, and/or philanthropy. ABS figures showed 53 percent of small arts and recreation businesses had closed by early April 2020. In comparison, 31 percent of accommodation and food services closed in the same period (Boland, 2020). Arts sector workers are usually freelancers, or employed in casual, precarious, and short-term positions. Most art workers did not qualify for JobSeeker payments (Boland, 2020).

In response to industry pressure, the Federal Government announced $700 million of additional, targeted support to the arts and entertainment sector (Office of the Arts, Department of Infrastructure Transport Regional Development, 2020). This included a $250 million COVID-19 JobMaker Package to help "restart the creative economy"; a $400 million Location Incentive to attract big-budget international film and television productions to Australia over the next seven years; and a $27 million targeted package, delivered through the Relief and Recovery Fund, to provide financial support to Indigenous visual art centres, regional arts, and the live music and performance industries.

However, critics argued this funding was inadequate, slow to materialise, and unevenly distributed, with scant support for individual arts workers and small to medium organisations: the JobMaker arts package, for example, preferences larger events, major organisations, and the screen industry (Caust, 2020). The National Association for the Visual Arts argued the measures "will do little to rebuild the arts sector, which is already weakened by exclusions from existing income support measures, cuts to local content quotas for Australian TV, and the increase of arts and humanities degree fees" (Reid, 2020).

Women in the Workforce

For Australian women, research suggests that COVID-19 has caused disproportionate increases in caring responsibilities and disruptions to working hours, job security and paid work capacity, and that this is most acute for women with children under 12 (Rapid Research Information Forum, 2020). Moreover, "given the compounding effect of career breaks and gender-based discrimination on career progression", the pandemic is likely to cause further long-term negative impacts on women (Rapid Research Information Forum, 2020).

Australia's professional, scientific, and technical services industry recorded significant job losses during the pandemic, with women hardest hit. An analysis submitted to the Federal Minister for Industry suggested that women's already-precarious position in the STEM labour market will likely be exacerbated by the pandemic, "because high proportions of women employed in short-term contract and casual jobs are likely to be threatened by cuts to research and teaching jobs" (Rapid Research Information Forum, 2020, p. 1). Moreover, women in the university workforce were reported to be 1.5 times more likely than men to be in insecure jobs.

As Wood and colleagues report, the four worst-affected industries in the first lockdown – healthcare, education, hospitality, and retail – were majority-female employers. Women are also "more likely to be employed in the industries that face the longest road to recovery – such as higher education and tourism" (Wood et al., 2021). In addition, women were also disproportionately excluded from JobKeeper, which was not available to higher education workers: thanks to the pandemic Australian universities shed more than 17,000 jobs in 2020, and women make up 59 percent of employees in that sector (Wood et al., 2021; Zhou, 2021).

Young People

The pandemic-driven recession is expected to hit young people hard. For many, the impact will likely play out over the long term, as Andrews and colleagues warn: "the negative effects of entering the labour market during a recession or long periods of unemployment during the first years of work can have life-long consequences" (Andrews et al., 2020; reported in Equity Economics, 2020a, p. 7).

Again, this situation is likely to compound existing inequalities, particularly on top of the educational impacts of COVID-19 (see Section 6.1.2, above). During previous recessions young people with lower levels of education experienced a slump in opportunities compared to their peers (Duckworth & Schoon, 2012). Cohorts who are more likely to struggle include young Aboriginal and Torres Strait Islander Australians and young people with a disability (Equity Economics, 2020a). Research published in late 2020 indicates that young people have been significantly impacted by COVID-19 compared to older Australians. Young women, especially those in their 20s, are being disproportionally exposed to the economic fallout (Churchill, 2020).

6.1.4 Health and Wellbeing

COVID-19 has both highlighted and amplified the link between socioeconomic disadvantage and health inequalities. In the early months of the pandemic the United Nations (UN) and the International Monetary Fund (IMF) predicted it would increase inequality around the world, with an additional eight percent of the global population expected to fall into poverty. Groups who have proven more vulnerable to health impacts from COVID-19 include people living in poverty, low-income households, people in insecure or casual work, female and migrant workers, the elderly, youth, Indigenous peoples, refugees, ethnic minorities, people experiencing homelessness, people with disabilities or chronic illness, those with pre-existing health conditions, and people who are digitally excluded (Kabir, Afzal, Khan, & Ahmed, 2020; OECD, 2020; United Nations, 2020). During Australia's lockdowns there was also a reported spike in family and domestic violence (Usher et al., 2020).

While the pandemic has exposed major vulnerabilities in the health sector, one study found it also prompted a 14 percent increase in Australians' use of telemedicine, with 15 percent of people keen to continue using this mode of service delivery after the crisis passes (McKinsey & Company, 2020). However, telemedicine is likely to remain out of reach for digitally excluded Australians, including many older people (Thomas et al., 2016). COVID-19 has also caused a worrying drop in GP visits, medical tests, and scheduled health check-ups in 2020 (Tsirtsakis, 2020). Despite the availability of telehealth, many services delivered via the public health system were suspended for months, causing a knock-on effect on waiting lists and potentially compromising detection and early intervention for serious illnesses (Wright et al., 2020).

Mental health looks set to present significant and ongoing public health concerns. Social psychologists warn that for many vulnerable groups the pandemic has increased social isolation, which carries health risks and lowers psychological resilience. It is also expected to increase rates of post-traumatic stress disorder (PTSD), collective trauma, inter-group conflict, prejudice, and discrimination (Bentley, 2020; Crimston & Selvanathan, 2020; Haslam, 2020; Muldoon, 2020). One study found that anxiety and depression increased amongst Australian adults during the early months of lockdown (Fisher et al., 2020; Newby et al., 2020). These symptoms were seen in parallel with an increase in alcohol use (Tran et al., 2020). Building social cohesion, resilience, connection, solidarity, and a sense of collective belonging will be vital if communities are to recover from this ongoing crisis. In September 2020, the Federal Government rolled out dedicated mental health clinics to address the community burden of poor mental health during the pandemic (Australian Government Department of Health, 2020).

Income loss has been tied to a greater likelihood of Australians experiencing food insecurity during COVID-19 (Kent et al., 2020), with households in rural and remote areas also potentially at greater risk (O'Kane, 2020). COVID-19 also put food charities and homelessness services under enormous pressure (Nuffield, 2020), and people living in overcrowded or marginal housing remain disproportionately vulnerable, which has wider repercussions for community health (Gurran et al., 2020).

A review of 18 countries (including Australia) points to reduced physical activity levels due to social distancing during the pandemic (Caputo & Reichert, 2020). To date there is little published research on the link between spatial inequalities and physical activity during COVID-19 lockdowns. However, one study found that Portuguese children living in homes with access to private outdoor space were significantly more active than children who lacked access to such space (Pombo et al., 2020). At the neighbourhood level, one US found that people living in neighbourhoods with low poverty levels were more likely to spend increased time walking and exercising for leisure during the pandemic in comparison with residents of neighbourhoods with high poverty levels (Yang & Xiang, 2021). In London, "social prescribing" schemes – the practice of referring patients to social, cultural, and creative activities and other local, non-clinical services – have been flagged as a response to disparities in physical activity levels during the pandemic (Nazroo et al., 2020).

Arts-based programs may also have potential to improve health outcomes. There is evidence that taking part in meaningful creative activities supports wellbeing, strengthens social ties, builds community, and promotes resilience in the wake of a disaster (Huss et al., 2016; Maidment et al., 2015). Arts and culture can also play a valuable role in post-disaster recovery programs: arts-based community projects have been successfully used as a tool for civic engagement, community-building, social inclusion, and healing in the wake of prior major shocks to regions, including civil wars and natural disasters (Gussak, 2001; Huss et al., 2016; Maidment et al., 2015).

6.1.5 Housing

At the time of writing the COVID-19 pandemic is far from over, and its impact on housing is still unfolding. To forecast how it may influence the housing market and housing affordability in the longer term, we first consulted the research literature on major epidemics in history. A recent study examining historical outbreaks of the plague in 17th-century Amsterdam and cholera in 19th-century Paris revealed that the price shocks of these epidemics were transitory, and housing prices quickly reverted to their pre-shock trajectory. Major capital cities also proved more resilient to major epidemic-triggered shocks than was originally expected (Francke & Korevaar, 2020).

Conversely, a neighbourhood-level study examining a cholera epidemic's impact on a 19th-century London neighbourhood found that after the epidemic, housing prices in the outbreak suburb remained significantly lower than in other areas. The impact was long-lasting, affecting the structure and pattern of local housing markets over the next 160 years (Ambrus et al., 2020). A study of Hong Kong's 2003 Severe Acute Respiratory Syndrome (SARS) pandemic found the crisis had a dampening effect on the housing market, but the impact was smaller and more rational than expected (Wong, 2008). Other research supports the idea that while major pandemics lead to drops in property prices, the property market is impacted less severely than the stock market (Li & Yao, 2020; Ortmann et al., 2020).

Research assessing COVID-19's impact on the housing market and housing affordability is currently limited, but fast growing. One US study found that increases in new COVID-19 cases tended to depress house prices, that buyers may avoid areas with high infection rates, and that lockdowns had an average cooling effect on the housing market (D'Lima et al., 2020). A recent Australian study of five capital cities found a negative relationship between daily housing sale returns and reported COVID-19 cases: housing value dropped 1.26 percent per year for every doubling of daily infection numbers (Hu et al., 2021).

However, while COVID-19 pandemic might lead to a drop in housing prices in some locations, this does not translate to increased housing affordability. In fact, the pandemic is jeopardising housing affordability, due to large-scale job losses and closedowns of businesses (Agarwal et al., 2020; Baker et al., 2020; Capponi & Rios, 2020; Lin & Meissner, 2020). As we have noted, COVID-19 is increasing poverty and amplifying existing inequalities, with already-vulnerable cohorts hit hardest. A survey of US households showed that actual job losses have been significantly greater than implied by new unemployment claims (Coibion et al., 2020). Another US study found that at the outset of the pandemic (March 2020), spending declined most sharply in households with children or low levels of liquidity (Baker et al., 2020).

In Australia, the housing market bounced back from the initial shock of COVID-19 much harder and sooner and earlier than expected. In April 2020, experts were predicting a 30 percent decline in housing prices and a significant fall in rents (Chalmers, 2020). But by early 2021, real estate markets in Australia's big cities and many regions were reported to be soaring again, with Sydney's median house price reaching an all-time peak, Melbourne's and Canberra's close behind, and every capital city recording massive growth over 2020 (Williams, 2021). This continued growth in the market is exacerbating Australia's rampant housing affordability problem.

In Australia's rental market, the pandemic's impacts have varied significantly across localities and between different types of dwellings. A recently published study found that while rents declined in the inner-urban areas of some capital cities (Sydney, Melbourne, and to a lesser extent Brisbane), in areas beyond these urban centres rental costs increased, or remained at pre-pandemic levels (Palson et al., 2021, p. 74).

As discussion in the section below, high unemployment figures are expected to push more households into housing stress and homelessness in the coming years. Many governments, Australia's included, placed moratoriums on rental evictions during the first peak of the crisis, while some cities banned foreclosures on homes (Parilla & Dinkins, 2020). One study found that measures like the US Paycheck Protection Program, a loan program designed to support small businesses to keep their employees during the pandemic, can reduce the delinquency rate of small commercial mortgages, especially in areas most impacted by COVID-19 (Agarwal et al., 2020). The US *CARES Act,* which offers mortgage

forbearance, was found to play a crucial role in preventing foreclosure filings and house price drops, reducing refinancing costs for households, and relaxing refinancing eligibility constraints (Capponi & Rios, 2020). While some private landlords in Australia agreed to reduce rents, only a small minority of private renters received a rental variation (8 to 16 percent of private tenants) and one-third of those variations were deferments, not exemptions, which may signal mounting household debt (Pawson et al., 2021, p. 77).

In mid-2020 the Federal government announced its $680 million HomeBuilder grants scheme. Offering owner occupiers $25,000 grants for new home builds and major home renovations, the scheme aimed to stimulate the construction industry and broader economy during COVID-19. Recent reports found the HomeBuilder Grant has been used effectively by the building industry and housing market and has had a positive overall effect on the economy (Gardner & Willan, 2020; Hamilton-Smith et al., 2021; Rebellato et al., 2021). However, in aiding the housing market bounce-back, HomeBuilder did not make housing more affordable. Critics also argued that the scheme was poorly designed, confusing, primarily benefited wealthier people – and, perhaps most importantly, did nothing to reduce housing precarity or address the urgent need for more social housing (Hutchens & Morgan, 2020; Borello, 2020).

Below we summarise two issues relevant to the Australian housing context: homelessness and housing stress during COVID-19, and housing-related government funding in response to the pandemic.

COVID-19 Impacts on Homelessness and Housing Stress

Over the decade before COVID-19 emerged in early 2020, Australia's homelessness figures rose steeply. Urban homelessness also became increasingly visible in the years prior to the pandemic. Key drivers included a severe long-term national shortage of social housing, rising unemployment, high rates of rental stress and household debt, an inadequate welfare safety net, the prevalence of domestic and family violence, and the volatile boom-bust cycle of residential construction.

During the pandemic's first wave, thousands of people experiencing homelessness across Australia were temporarily placed in hotels and pop-up accommodation. Around half were rough sleepers. This emergency measure saved lives and helped curb infection rates but was no substitute for permanent secure housing. The rapid response was also in sharp contrast with pre-pandemic policy stasis. Homelessness researchers saw these measures as being "rationalized by the threat posed to people who are homeless, and the threat posed by homeless populations – who are at high risk of contracting and transmitting the disease – to the health of the non-homeless population" (Parsell et al., 2020, p. 1).

But for most of Australians granted this emergency shelter, the respite proved fleeting. A report for ACOSS published in early 2021 found that two-thirds of the rough sleepers accommodated under these temporary measures did not transition into long-term housing and became homeless again. This outcome highlights an urgent point: there is simply not enough social and affordable housing to meet existing need (Pawson et al., 2021, p. 13).

According to another study, that need will only grow. In December 2020 Equity Economics published a report on COVID-19's predicted impacts in Australia, particularly in relation to income, poverty, and housing stress. The report was commissioned by the Everybody's Home campaign, a national coalition of organisations seeking to fix Australia's housing system. Titled *Double Return,* it paints a dire picture of what lies ahead in 2021 and beyond. The report warns that a mix of emerging and historic factors are expected to drive thousands of Australians into housing stress and homelessness in 2021; the drivers

include soaring unemployment, cuts to JobSeeker payments (cessation of the Coronavirus Supplement), inadequate income support, and a long-running and nationwide underinvestment in social housing.

By mid-2021, the study authors predict, homelessness will have risen 9 percent nationally, and 13.1 percent in Victoria; compared to pre-pandemic levels, housing stress is expected to affect 24 percent more Australian households, and 32.4 percent more Victorian households. Projections for Geelong are even more alarming: homelessness is expected to increase 23 percent, and housing stress by 62.7 percent (Equity Economics, 2020b, p. 8–9, 4).

COVID-related Government Investment in Social and Affordable Housing

In Australia COVID-19 has fuelled a strong push for governments to rapidly expand and upgrade social and affordable housing as part of the recovery effort (Gurran et al., 2020; Pawson & Mares, 2020). Housing advocates, economists, and building industry peak bodies have argued that large-scale investment in social housing would create jobs, stimulate the economy, support the construction industry, reduce the significant social and economic impacts of homelessness, and promote long-term social wellbeing. In May 2020, a proposal by peak housing bodies – the Social Housing Acceleration and Renovation Program (SHARP) – called for Federal Government investment, backed by state and territory contributions, to fund the construction of 30,000 new units and eco-renovate thousands of existing properties over a four-year period (Community Housing Industry Association, 2020).

In Victoria, the well-publicised infection clusters that hit several Melbourne high-rise public housing estates in mid-2020 provided a further catalyst for social housing investment. There were reports of "broken lifts requiring residents to crowd together to get in and out of the high-rise flats, insufficient, culturally inappropriate and out-of-date food provided to detained residents, inadequate cleaning and supplies of sanitiser and related resources, and limited access to language-appropriate resources" (Power, Rogers, & Kadi, 2020, p. 313). These revelations sparked public conversations around the quality of public and social housing in Australia, and how it might be better designed and resourced.

The Victorian State Government committed $500 million to social housing in May 2020 as part of its COVID-19 recovery strategy, with funding pegged to upgrade 23,000 properties and build 168 new units (Mares, 2018). In November 2020, the Victorian Government announced its $5.4 billion "Big Housing Build". The largest single investment in social and affordable housing in Australia's history, the program will create 12,000 homes over four years, 9300 of them social housing and the rest affordable or market-rate housing. It includes 1000 new homes allocated for Indigenous Australians, 1000 for victims of domestic violence, and 2000 for people with a mental illness, with 1000 rundown public housing properties also set to be replaced. One quarter of the new homes will be in regional Victoria.

The New South Wales Government committed $36 million to provide permanent homes for rough sleepers under its new Together Home program. Around half of the funds will be used to buy new homes, with the remainder earmarked for wraparound services including mental health, drug and alcohol treatment, and connecting to the NDIS (Koziol, 2020). In May 2020 the South Australian Government announced a $20 million Homelessness Prevention Fund, calling for expressions of interest from organisations who can deliver reductions in homelessness across the state.

Also in May 2020, the Western Australian Government announced a $444 million Social Housing Economic Recovery Package (SHERP). The funding will result in 250 new dwellings, refurbishment of 1500 existing public housing units and supported accommodation (refuges, residential group homes for

children in care, and supported disability accommodation), and maintenance for 3800 regional social housing properties, including housing for remote Aboriginal communities and regional government workers. Refurbishments will aim to improve liveability, sustainability and appropriateness for residents' needs, and new builds will be constructed to Liveable Housing Australia's silver standard or higher to support people with disability (Government of Western Australia, 2020).

6.1.6 Liveability

Our research findings in Part A of this study indicated that the Liveability Practice Domain is impacted by multiple factors linked to locational disadvantage. Of these factors, those most likely to be influenced by the pandemic are: access to the natural environment and public open space; crime and safety; education; employment and income; housing; access to leisure and culture; transport, walkability and social cohesion and local democracy.

Internationally the pandemic is highlighting how central these socio-physical and socio-cultural factors are to liveability (Paul & Sen, 2020). Lockdowns, movement restrictions, and the shift toward remote working mean our cities have seen less traffic and congestion, improved air quality, and more cycling and walking opportunities. Some urban planning policies are moving towards making these short-term improvements more permanent. As the authors of one 2020 study noted, "the accessibility to safe urban public spaces has been widely identified as an essential service function for urban populations in times of the pandemic" (Lorenz & Grigsby, 2020, p. 11).

With scant opportunity for empirical research since the pandemic hit, few Australian studies have yet considered COVID-19's impacts on liveability. Gunn suggests that in "the midst of [the pandemic], the liveability of cities has become more important than ever" (Gunn, 2020, p. 1405). The author notes that lockdowns gave extra credence to the Victorian Government's "20-Minute Neighbourhood" initiative, which seeks to bring people within 800 metres of social infrastructure, in part by enabling "the use of healthy, active and sustainable forms of transport such as walking, cycling, and public transport" (Gunn, 2020, p. 1405). This argument surely resonates for many Melbournians, who spent 112 days confined to within five kilometres of their homes during Stage 2 lockdowns, with outings restricted to crucial shopping, providing care, seeking medical treatment, brief exercise, or essential work/education. This was especially challenging for residents in places with poor access to local amenities.

Guaralda et al discuss many aspects of liveability when they ponder what sustainable post-pandemic urban growth might be in Australian regional towns and cities (Guaralda et al., 2020). In this they highlight the current debate between the opportunity for post-pandemic growth to take the pressure from capital cities, and the "risks of growing regional towns and cities without carefully designed national, regional, and local planning, design, and development strategies" (Guaralda et al., 2020, p. 1).

More common in the recent literature is discussion on individual aspects of liveability since the onset of COVID impacts on our cities and towns. We shall now summarise a number of these studies in relation to six key areas of concern: (1) public space, transport, and urban planning, (2) walkability; (3) access to the arts and culture sector, and (4) people with disability. The first three of these sections are updated summaries adapted from *Resilient Geelong: Reasons for Success and Challenges for a Post-COVID-19 Future*, a research report for the Committee for Geelong (Johnson et al., 2020).

Public Space, Transport, and Urban Planning

COVID-19 presents an opportunity to make cities more sustainable, resilient, inclusive, and smarter (OECD, 2020; Ryerson CBI & ULI Toronto, 2020c). The pandemic has also prompted governments to rethink density management, including how essential services might be decentralised (Ryerson CBI & ULI Toronto, 2020a). In the short term, city leaders are exploring how public spaces can be safely reconfigured to enable social distancing (OECD, 2020). Measures include reconfiguring the urban landscape, tweaking planning laws, and/or building significant new infrastructure. Some of these changes will be permanent, paving the way for more pedestrian-friendly and less polluted future cities.

In Australia, the pandemic is expected to fuel community interest in improving active transport options, as many people have been reminded of the pleasures of walking and cycling (Matthews, 2020). Other new priorities may be "more green space and better social infrastructure" (Matthews, 2020). Some have argued the crisis "presents an opportunity to establish safe, resilient and healthy urban spaces". However, this will require "meaningful engagement across communities, designers and decision-makers" (Tavares & Stevens, 2020). One example is the City of Melbourne's COVID-19 Reactivation and Recovery Plan (City of Melbourne, 2020). This consists of seven linked initiatives: (1) prioritise public health and wellbeing, (2) reactivate the city, (3) build economic resilience, (4) expand equitable opportunity and access, (5) transform our spaces and buildings, (6) strengthen community participation and align with others, and (7) evaluate, measure, and progress (City of Melbourne, 2020, p. 4).

Walkability, Green Space, and People-Friendly Streets

Access to nature and open spaces has long been recognised as a key factor in quality of life (Naomi, 2020), and the pandemic has bought this into sharp relief. In 2020 the NSW Government committed $15 million to transform Sydney's streets, improve urban walkability, and expand public spaces to support social distancing. In the Streets as Shared Spaces program, individual councils can apply for $100,000 grants for immediate temporary projects (for example, widening footpaths and cycle lanes), and up to $1 million for medium-term pilot projects (extra crossing points, widening kerbs, trialling lower speed limits). Additional funds were provided for three trial pedestrianisation projects: extending the George Street car-free zone in Sydney's CBD (a partnership with the City of Sydney), creating a new pedestrian-only boulevard in the Liverpool City Centre, with trees and temporary street furniture to slow traffic (with Liverpool City Council), and a temporary "people's loop" in heritage-listed Parramatta Park, with restricted vehicle access to promote walking and cycling (NSW Government, 2020).

Access to Arts and Culture

Several studies have found that arts and culture can play a valuable role in post-disaster recovery programs. Taking part in meaningful creative activities supports wellbeing, strengthens social ties, builds community, and promotes resilience in the wake of a disaster (Huss et al., 2016; Maidment et al., 2015). Arts-based community projects have been successfully used as a tool for civic engagement, community-building, social inclusion, and healing in the wake of prior major shocks to regions, including civil wars and natural disasters (Gussak, 2001; Huss et al., 2016; Maidment et al., 2015).

Health and Liveability for People with Disability

Pineda and Corburn's study of the adverse health impacts on people with disabilities (PWD) highlights that PWDs living in cities during the pandemic may "be four times more likely to be injured or die than

non-disabled persons, not because of their "vulnerable" position but because urban health policy, planning and practice has not considered their needs" (2020, p. 336). The researchers suggest these consequences can be avoided through "more inclusive community planning, a whole-of-government commitment to equal access, and implementation of universal design strategies (2020, p. 336).

The study authors present the pandemic as an opportunity to address some of the liveability criteria that rate poorly for PWD, and indeed pose a risk to health, such as "lack of access to services and employment, physical barriers on streets and transportation, and smart-city technologies that are not made universally accessible" (2020, pp. 336-337). Striking a similar note, but with a focus on ground-up public engagement in policy making, a Canadian study has argued for forms of intersectional and inclusive community engagement that ensure "that policy making is built on processes of equity, access, and inclusion" (Cattapan et al., 2020, p. S287).

6.1.7 Summary: National Trends and Impacts on Disadvantage

While the COVID-19 had a massive impact on Australia's economy, health system, educational experience, housing market and employment levels, as 2020 progressed, other trends emerged which had particular implications for communities affected by disadvantage. In particular:

Education: The challenges of online learning and home schooling were particularly felt by people in disadvantaged communities who had precarious employment, low levels of digital inclusion, and unsuitable home environments in which to study. The extra burden home schooling placed on these groups, as well as on Indigenous students and those with disability, suggests the need for targeted make-up programs (including the Victorian Government's Tutor Learning Initiative 2021).

Employment: While the Australian economy is recovering from the COVID-19 recession better than expected, there was a massive rise and then gradual fall in unemployment levels, especially in the areas of retail, accommodation, hospitality and personal services. The impacts of increased unemployment and underemployment were felt hardest by the young, women and those already in communities affected by disadvantage, who are now especially vulnerable given the March 2021 cessation of both the JobKeeper scheme and the JobSeeker supplement. In addition, wholesale changes to Australian workplaces due to remote working had an inequal impact, with casual and part-time workers significantly less likely to have positions (or resources) that enabled working from home.

Health and Wellbeing: While relatively few Australians have been directly impacted by the coronavirus itself, a high proportion have experienced impacts on mental health, physical activity levels, and wellbeing. Contributing factors include movement restrictions during lockdowns, job losses, the closure and shrinkage of workplaces and leisure spaces, increased stress and uncertainty, and reduced opportunities for social connection and family interaction. Food insecurity also became more pronounced for people on low incomes, and those who already face barriers in accessing fresh food. The expansion of telehealth services was a plus, but not everyone could access them. Many services delivered via the public health system were suspended for months, and many people with chronic conditions did not attend medical appointments, raising concerns about the possibility of a looming "invisible epidemic" of undetected or poorly managed disease.

Housing: Historically, housing price drops due to pandemics have been short-term in cities, although shifts in geographical patterns in markets have been longer term. By early 2021, when the Australian Reserve Bank cash rate was at a historical low level, housing markets in Australia's big cities and many regions were rallying strongly. Prices in some regional locations increased much more rapidly than expected. While the emerging evidence base has not found an association between lockdowns and the Australian housing market to date, business closedowns and large-scale job losses have jeopardised housing affordability, particularly for households with children and lower liquidity. Despite extra Federal Government payments, moratoriums on rental evictions, and mortgage holidays mitigating housing stress in the shorter term, downward employment trends will continue have a significant effect into the future. While Federal Government HomeBuilder grants helped maintain the pipeline of work for the construction industry, these measures have not improved housing affordability or addressed the urgent national shortage of social housing. Several state government initiatives have provided a welcome boost to social housing investment (particularly in Victoria), and provided temporary accommodation for people experiencing homelessness. But rates of homelessness and housing stress are predicted to rise significantly across Australia, with disproportionate increase in some areas, including Geelong.

Liveability: the many travel and mobility restrictions imposed during the pandemic, along with anxieties around the health risk of interacting with others, led to a localisation of daily life. This shift highlighted the importance of accessible and welcoming public spaces, including local parks and shops, along with the value of walkable neighbourhoods, which may not be readily available in many disadvantaged suburbs. The restrictions also underlined the importance of digital inclusion, social connection, and access to arts and culture. The design of environments going forward will require greater co-production with communities, with a focus on ensuring 'COVID safe' practices.

6.2 Geelong in 2019: Before COVID-19

In 2019 the City of Greater Geelong's economy and society reflected a mix of optimism and pessimism: concerted economic progress, but also relatively high unemployment and long-term social challenges with below average Year 12 completion rates and pockets of social disadvantage. The region therefore entered the COVID-19 period in a state of ambivalence, with mixed prospects.

In August 2019 Geelong had 5.6 percent unemployment, significantly higher than both Victoria (4.6 percent and Australia (5.1 percent) (Skilling the Bay Advisory Group, 2020). Building on long-term socio-spatial patterns, the City also had significant areas of disadvantage. In Corio-Norlane unemployment was 21.6 percent and in Whittington it was 18 percent (Skilling the Bay Advisory Group, 2020). These areas have long been on national lists of localities with high levels of poverty, unemployment, domestic violence, drug use, and low levels of education. In 2019 more than 35,000 people in Greater Geelong lived at or below the poverty line, equal to 10 percent of the population.

As well as long-term pockets of disadvantage, Geelong has a low educational participation rate and falls below the state average in the higher educational qualifications that will be needed in the new, high-technology economy of the future. Between 1988 and 2018 the percentage of jobs in occupations requiring a bachelor's degree or higher increased from 23 to 32 percent.

Against this growing demand, Year 12 completion rates in the Geelong region increased from 39.9 percent in 2006 to 50.6 percent in 2016, but remained well below the Victorian average of 59.4 percent (Skilling the Bay Advisory Group, 2020). At a time when the need for higher-level training is becoming

more acute, the number of local young people completing Year 12 and going on tertiary education is too low, especially for a region that aspires to become a centre of advanced manufacturing, research, and high-level service provision and employment.

But there were also some major positives for Greater Geelong in 2019, including:

- opening of the $120 million NDIA headquarters
- opening of the Barwon Health North facility at Norlane
- commencement of construction of the new GMHBA Health Insurance head office
- opening of the $20 million Baptcare 100-bed aged care facility in North Geelong
- approval of the 15-storey Miramar apartments on the Geelong Waterfront
- appointment of Vestas and Marand Precision Engineering to assemble wind turbines in the old Ford factory
- three levels of government committing to the $370 million City Deal package over 10 years
- announcement of a plan to duplicate the Geelong–Waurn Ponds rail line
- budget commitments to invest in the Women's and Children's Hospital and expand the Lara Prison Precinct.

In summary, during 2019 those sectors and sites of the Greater Geelong economy that had already shown their robustness – health, manufacturing, tourism, and residential construction – continued to progress, along with government funding of new infrastructure projects. However, there were some concerning signals in relation to unemployment, ongoing social disadvantage, a mismatch between the expanding service and manufacturing sectors, and the proportion of local students going on to higher education. The catastrophic Victorian and New South Wales bushfires, while not directly affecting Greater Geelong, also had considerable community impact.

6.3 Geelong in 2020: During COVID-19

6.3.1 Local Employment Losses

Nationally and locally, the industries and sectors most impacted by the virus and subsequent lockdowns have been tourism and accommodation, the arts, retail, hospitality, education (especially those parts exposed to the loss of international students), and high-touch personal service industries including gyms, personal trainers, beauty, therapists, tattooists (Grattan Institute, 2020). Table 6.1 (below) shows Geelong's employment figures in four of these key sectors for 2016.

Collectively, these four sectors render over 26,000 local jobs highly vulnerable to the impact of COVID-19. The pandemic wiped out more than 10,000 jobs in Geelong and the Surf Coast in the five-week period to 18 April (Geelong Advertiser, 2020b). In the first three months of 2020, at least 30 Geelong businesses filed for bankruptcy, including companies in the construction, transport and logistics, and health sectors (Geelong Advertiser, 2020c). An SGS Economics report predicted Geelong would lose 7.5 to 10 percent of its GDP in the 2019–2020 financial year (Geelong advertiser, 2020e).By early May 2020, about 130 Geelong businesses had been forced to close due to COVID-19 restrictions (Van Estrop, 2020), with almost a third of the City's financial losses in the retail sector (Geelong Advertiser, 2020d). Local hospitality and tourism (and thus accommodation, food, arts, and recreational services) were also hit hard, with some businesses losing more than 50 percent of their employees, although many qualified for the JobKeeper subsidy, enabling them to keep paying staff (Van Estrop & Tippet, 2020).

Sector	Persons	Men	Women
Retail	10,256	4258	5997
Accommodation and Food	6234	2644	3595
Education and Training	8164	2634	5536
Arts and Recreation Services	1408	781	618

Table 6.1: Employment in Vulnerable Sectors in Geelong, 2016 (Source: ABS, 2016, 2019)

Other sectors are also being affected. Viva Energy, for example, scaled back production at the Geelong Refinery due to a drop in demand for fuel. Planned maintenance works – initially slated to cost up to $140 million and employ 700 contractors (Geelong Advertiser, 2020a) – were revised down to an estimated $85–$100 million (Viva Energy, 2020). At one point, Viva suggested that it may close its Geelong operations, prompting the Federal Government to introduce a fuel security package which included a payment for each litre of fuel produced, hopefully to secure the operation in the region (Sukkar, 2020). The proposed closure of the Australian Taxation Office's (ATO) Geelong office, announced in May 2020, would have resulted in 120 job losses (CPSU, 2020). A concerted local campaign led by the Committee for Geelong, the Community and Public Sector Union, and G21 Regional Alliance ensured that this decision was reversed in August 2020.

Losses by Locality

Those parts of the region most heavily reliant on tourism have been the hardest hit. One 2020 study found that Lorne–Anglesea was most impacted, shedding more than one in 10 jobs (11.75 percent) and losing $1 out of every $10 earned in wages, leaving 267 residents jobless and around $1.4 million out of pocket (Van Estrop & Tippet, 2020). But the effect was also felt across the region, as Table 6.2 indicates.

Using data provided to the Australian Tax Office (ATO), Australian Development Strategies analysed job losses and wage loss across Geelong by suburb. The table below shows all areas have been impacted, with the extent of the damage linked to the sectors where employment was decimated. Interestingly the three suburbs of concern in this research – Corio, Norlane, and Whittington (in the Newcomb-Moolap area) did not experience major downturns, perhaps relating to the nature of the employment done by workers in these areas. However, it can also be presumed that as time goes on, the patterns of social polarisation might reassert themselves across the City, with larger impact on these communities affected by disadvantage.

Area	Jobs Lost (%)	$ Wages Lost (%)
Lorne–Anglesea	267 (11.75)	1,382,193 (10.4)
Point Lonsdale–Queenscliffe	146 (9.74)	876,107 (9.52)
Winchlesea	256 (9.15)	1,524,729 (8.86)
Portarlington	212 (8.94)	1,372,946 (9.15)
Newcomb–Moolap	531 (8.92)	3,418,006 (9.46)
Geelong	556 (8.82)	3,570,477 (9.23)
Belmont	571 (8.8)	3,556,832 (9.01)
Clifton Springs	497 (8.72)	3,243,159 (9.17)
Grovedale	958 (8.72)	6,162,399 (9.15)
North Geelong–Bell Park	530 (8.67)	3,414,453 (9.02)
Corio–Norlane	763 (8.64)	4,897,124 (9.02)
Ocean Grove–Barwon Heads	942 (8.59)	6,197,515 (8.97)
Leopold	497 (8.51)	3,338,518 (9.12)
Geelong West–Hamlyn Heights	819 (8.43)	5,414,929 (8.94)
Highton	889 (8.36)	5,795,362 (8.87)
Lara	694 (8.32)	4,710,039 (8.85)
Newtown	405 (8.27)	2,645,064 (8.64)
Torquay	764 (8.16)	5,031,233 (9.00)
Bannockburn	243 (8.03)	1,647,875 (8.56)
Total	10,147	68,200,956

Table 6.2: Jobs and Wages Lost, Geelong Region, 14 March–18 April 2020 (Source: ATO Payroll data, via Van Estrop & Tippet, 2020)

6.3.4 Local Responses

In response to the challenges of COVID-19 – both as a health threat, and as a source of uncertainty around fluctuating restrictions on business and movement – many local enterprises "pivoted" to ensure survival, while organisations such as the City of Greater Geelong moved decisively to offer assistance.

When the COVID-19 pandemic hit Australia in March 2020, it exposed the lack of Personal Protective Equipment (PPE) stockpiles, our limited capacity to manufacture this equipment locally, and the vulnerability of global supply chains. Local manufacturer Textor worked with long-time collaborator CSIRO to produce a special filtration fabric for surgical-grade face masks and adapted the existing machines at CSIRO's pilot scale facility, located at Deakin University's Waurn Ponds Campus, to develop and manufacture the complex non-woven fabric. Care Essentials also switched its production focus to vital PPE equipment, while Brown Uniforms reoriented to supply scrubs to healthcare workers.

Geelong organisations adapted to remote work where possible, or reorganised workplaces to operate in a COVID-19 safe way. The shift of many service sector workers to remote work may result in ongoing changes to how these organisations operate, with more flexible workplace options potentially made available. If so, the need for centralised large-scale offices or campuses may well reduce. The possible relocation of such operations to suburban hubs may present opportunities, but also raises questions around efforts to activate the Geelong CBD via large office and apartment complexes.

Many local organisations and businesses also embraced the opportunities presented by digital delivery. Many arts organisations moved online, as did entertainment venues such as the Piano Bar, the vineyard Provenance Wines, and business incubator Runway Geelong. This extended their reach nationally and even globally, increasing their turnover in the process (Chamber Webinars, May 2020).

The City of Greater Geelong also introduced a range of supports, totalling $17 million over six tranches of assistance (to September 2020). These included payments for international students, commercial rent relief, grants to community groups, free CBD parking, and fee waivers and sectoral payments in the tourism, arts, and cultural sectors, The Committee for Geelong, along with other organisations such as the Geelong Manufacturing Council, organised regular events to keep members informed, and to offer advice and networking opportunities. These two organisations combined with G21, Geelong Bellarine Tourism, and the Geelong Chamber of Commerce to form the Geelong COVID-19 Recovery Collective, with the aim of ensuring a united political voice in developing and promoting agreed initiatives locally.

The Greater Geelong area escaped the worst of Melbourne's second COVID-19 wave. Greater Geelong reported active cases of COVID-19 by May 2020, but was COVID-free by October and remained under Stage 3 restrictions, rather than progressing to Stage 4.

6.3.5 Population Movements into the Region

Realestate.com.au monitors levels of interest and sales across the nation and is therefore a sensitive register of the Australian and regional property market. For the period May 2017–2020, strong house price growth was recorded in regional areas. Geelong had one of the highest growth rates, at 18 percent, especially the suburb of Newtown. (For comparison, Launceston/North East Tasmania recorded the highest rise at 30 percent, Hobart was at 29 percent, Ballarat at 28 percent, La Trobe/Gippsland at 25 percent, and Bendigo at 17 percent) (Conisbee, 2020).

After COVID-19 hit Victoria, there was a further surge in demand for residential property in regional areas, with enquiries about regional Victoria increasing by 22 percent as city-dwellers rejected small apartments in Melbourne, and new work patterns reduced the need to live close to workplaces. According to the Real Estate Institute, in 2020 Geelong ranked second in frequency of areas viewed in website searches for domestic property in Victoria (after Mornington). Australia's most in-demand regional suburbs for prospective homebuyers in the six months to May 2020 were (Conisbee, 2020):

- Bangalow (NSW North Coast, adjacent to Byron Bay)
- Thirrourl (NSW South Coast, close to Wollongong and within commuting distance of Sydney)
- Woomona (NSW South Coast, close to Wollongong, and within commuting distance of Sydney)
- **Geelong West**
- **Belmont**
- **Jan Juc**

In a 2020 report, population consultancy firm .id considered the impact of COVID-19 on population growth in Greater Geelong. The study noted many negatives, particularly around the collapse in international migration and the fall in birth rates, but also found that the region could well benefit from intrastate migration resulting from the pandemic. While Geelong's economy had been impacted negatively, it was protected to some extent by its diverse economic base, high-functioning CBD, and viable rail, port and airport infrastructure, which helped it retain population. The study also noted the importance of ongoing local amenity and the need to address resident vulnerability, especially in areas of profound disadvantage. Geelong's attractions included access to relatively affordable housing, lifestyle (especially open space and the natural environment), and quality health, education, transport, sport, and cultural infrastructure (.id, 2020).

The Real Estate Institute of New South Wales is also expecting regional areas to do well in the long-term as a result of COVID-19, because people have realised that they (Ross, 2020):

- can work from home effectively
- want to get out of large, densely populated communities
- appreciate simpler lifestyles
- are seeking a sanctuary, a safety retreat from the COVID-19 pandemic.

Locally led campaigns to attract new residents to regional centres tend to highlight the same things – including good schools, health services, and environmental or lifestyle assets – and small financial incentive packages do not seem to be an effective enticement. Nevertheless, an opportunity exists to market regional centres like Geelong to suburban families and individuals who are feeling the social, economic, health, and environmental costs of living in a post-COVID-19 world (Horton, 2020).

6.4 Geelong: Looking Ahead

Reflecting on how Greater Geelong fared in 2020, some positive shifts arising from the pandemic could be progressed with concrete actions. For many Australian workers the COVID-19 effect has made home-based work more popular, acceptable, and feasible, while for some urban residents the idea of living in a large, dense city has become less attractive. For some city-dwellers, the potential contagion risks of urban density may increase the perceived allure of the space, apparent safety, and high-level health services available in a large regional centre.

Looking ahead, the effects of the COVID-19 pandemic on Greater Geelong will continue to manifest and evolve over time. In the immediate term, there are clear challenges for Geelong's hospitality, retail, accommodation, arts, personal care, and education sectors. While many sectors and employees have been protected by the Federal Government's JobKeeper scheme and the JobSeeker Coronavirus Subsidy, these challenges will escalate from March 2021, when both payments cease. Longer term, we can anticipate some changes, and speculate about others. We may well see shifts in:

- how we work: more telecommuting and online work practices
- how we shop: more online retailing and delivery services, but also more local shopping
- how we live: more localisation and engagement with neighbours, neighbourhood shops, services and open spaces
- how we learn: different ways of learning and accessing education and training (online)

- how we get around: more walking and cycling for pleasure, exercise, commuting, and slow travel
- how we access health services: more telehealth and remote monitoring services
- how we stay safe: perhaps less privacy, in return for increased safety
- how we travel: less international travel, and proportionally more local tourism
- who we trust: more trust in experts and governments (although this is not universal: researchers note that conspiracy theories have flourished during the pandemic) (Hornsey, 2020)
- how our supply chains function: a move to bring manufacturing back home.

There will be an ongoing need to support Geelong's hardest-hit sectors. There are COVID-safe practices being embedded in many businesses and industries, and discussion of travel bubbles with other regions, states, and safe countries (perhaps using Avalon Airport as a potential alternative to Tullamarine). To lay a strong foundation for the City's future, there is also a need to engage key sectors of the Geelong economy in a diversified specialisation strategy that leverages and builds on local expertise.

In the next section, we examine how COVID-19 has impacted the more disadvantaged areas of Greater Geelong, in particular Corio, Norlane, and Whittington.

SECTION 7: Data Scan: COVID-19 Impacts on Corio, Norlane, and Whittington

7.1 Introducing the Three Localities

Located on the northern edge of Geelong, Corio has its origins in the idealism and land speculation that characterised Geelong in the 1920s. During this time major industries were moving into the City, particularly the Ford Motor Company. With an expanding market for local land, a town planning movement proposed the "Garden Suburb" as the best approach to designing and building a new urban area. Thus, in the mid-1920s, the Melbourne Subdivisions Company established the "up to date" Corio Garden Suburb, a land development venture just north of the Ford factory site, publishing a 46-page booklet extolling its virtues to prospective buyers.

The booklet celebrates Geelong as the "metropolis of the Western District", the "Bradford of the Australia", "The Naples of the South", the "Birmingham of Australia", and the third city of the Commonwealth. These labels and claims reflected both Geelong's economic base and the buoyant optimism of the land speculator (Melbourne Subdivisions Company, 1924, p. 6). Like so many inflated claims for new suburban areas, the reality did not live up to the dream: by 1931 less than a quarter of the 2555 allotments had been sold, and only six houses had been built. Not until 1979 were some parts of the area developed to form the suburb of Rosewall (Wynd, 1979, p. 22).

By then Corio had been joined by its adjacent neighbour, Norlane, which reflected more recent elements of Geelong's economic development. If Corio was conceived as a 1920s Garden Suburb, Norlane was planned to accommodate the new migrants recruited from England and Europe to serve the expanding post-war industries. Housing shortages, combined with optimism for building a different society after WWII, sparked the formation of various State Housing Commissions. Federally funded, the Victorian Housing Commission built close to 2500 homes in Norlane for low-income renters and migrant workers hired by local factories, including the Ford and International Harvester operations. Most were modest weatherboard dwellings sited on large blocks (600–800 square metres). Around 1200 of these homes were prefabricated units imported from the Netherlands and France.

Building activity peaked in 1951–1957, with local shopping centres such as Labuan Square (1954) established to serve a dynamic, prosperous working-class suburb. At this time Australia had "full employment" (unemployment below 2 percent), and 30 percent of Geelong's workforce was employed in manufacturing. In Corio, almost 40 per cent of the workforce was in local industry (ABS 1961). In 1986, almost 45 percent of Norlane's workforce was in manufacturing, but by 2006 that figure had fallen to 25 percent, accompanied by a massive increase in unemployment (DPCD, 2010, pp. 8–9).

If the 1950s and 1960s were boom times, the early 1970s heralded the start of a major shift away from manufacturing, both nationally and in Geelong. The textile industry, then the truck and car industries, came under sustained pressure as the tariff wall that had long protected them was dismantled. Housing policy also shifted: public housing, formerly seen as a legitimate form of tenure for low-income workers, was reframed as a form of welfare and residual tenure. As a result, public housing tenants were increasingly stigmatised and associated with poverty. In a 2000 survey of Corio-Norlane residents, Deborah Warr recorded how this area was perceived by outsiders as the "Bronx of Geelong" – a ghetto.

As one respondent noted: “Nobody wants to be here, and we haven’t got no choice. Like in LA, they’ve got their trailer park trash and in Geelong you’ve got Corio and Norlane trash” (Warr, 2005, p. 299).

Historically then, Geelong’s northern suburbs have been associated with both industry and social disadvantage. Since the 1970s manufacturing downturn, localised disadvantage has persisted or worsened. By 2013 the City’s former industrial powerhouse had high unemployment, low education levels, and a high proportion of low-income households and public housing tenants. Public housing makes up 22 percent of dwellings in Norlane and 10.6 percent in Corio; the national figure is less than 4 percent. The high school completion rate (Year 12 or equivalent) is 22.9 percent in Corio and Norlane, against Melbourne’s rate of 48.5 percent, and Victoria’s at 44 per cent (ABS, 2006; Neville, 2013). Lack of basic education means 75 percent of long-term jobseekers in these areas face significant barriers to permanent employment, with limited public transport and inability to afford travel costs further hindering access to training and workforce participation.

In 2013 the Corio Statistical Area (Corio, Norlane, Bell Post Hill, and Bell Park) had an unemployment rate of 9.9 percent, well above Geelong (6.5 percent), Victoria (5.7 percent), and Australia (5.7 percent) (Neville, 2013). Locally, 23 percent of families were jobless, soaring to 54 percent for sole-parent families (Australian Government, 2013). By 2016 the numbers were worse: unemployment sat at 12.5 percent in Corio and 17.3 percent in Norlane–North Shore, against 6.4 percent in Greater Geelong (Profile.id, 2016). Only 7.7 per cent of Norlane–North Shore residents and 11.7 percent of Corio residents earned more than A$2000 per week in 2016, compared to 25.5 percent across Greater Geelong. The percentage of households on low incomes (less than AU$600 weekly) was 30.1 percent in Corio, 42.1 percent in Norlane–North Shore, against 24.8 percent in Greater Geelong (Profile.id, 2016). The manufacturing sector employed 12.7 percent of Corio’s workforce and 10.4 percent of Norlane–North Shore’s, against 7.5 percent across Greater Geelong (Profile.id, 2016).

This class divide has been exacerbated by economic restructuring and social stigmatisation, despite efforts to improve the social and urban fabric of these areas through initiatives such as Neighbourhood Renewal and New Norlane.

Whittington has a comparable but somewhat different history. During early European occupation the area was known as “Breakwater”, referencing a rock ford built on the Barwon River to provide fresh water for the burgeoning town of Geelong, and became a centre for the horse racing and pastoral industries. The most notable local structure is the heritage-listed St Albans Homestead (1873), which forms the core of a new suburb – St Albans Park – that detached from the area in 1999. As a result, Whittington is relatively small in both geography and population compared to Corio and Norlane. However, it does share similarities: the construction of 500 Housing Commission units in the 1960s, along with the suburb’s unique street pattern of cul de sacs and courts, has contributed to a localised concentration of disadvantage. In 2016 Whittington too had a high proportion of households earning less than $600 per week (38 percent), few earning more than $2000 per week (8.4 percent), and relatively high unemployment (10.4 percent) (Profile.id, 2016).

Table 7.1 (below) presents a brief statistical profile of the three localities in 2016, with figures for the City of Greater Geelong provided for comparison.

Indicator	Corio	Norlane–North Shore	Whittington	City of Greater Geelong
Population	15,296	8306	3879	233 429
Median age	35	39	43	40
Aboriginal and Torres Strait Islander (number + %)	300+2	204+2.5	78+2.0	2409+1.0
Median weekly household income ($)	914	728	795	1244
Households on low income (Less than $600 pw)	30.1	42.1	38.0	24.8
Separated	4.2	5.5	5.6	3.4
Divorced	9.8	12.5	13.2	8.9
One parent family	30.4	38.0	33.2	17.3
Highest level of education: Bachelor degree or above	5.5	4.7	6.3	18.7
Cert III	13.9	12.3	13.9	14.3
Year 9 or below	16.5	19.5	18.2	10.0
Occupation: Unemployed	12.5	17.9	10.6	6.4
Labourers	22.4	21.8	20.1	10.3
Technicians and trades	14.6	15.9	16.6	15.0
Community and personal services	14.1	15.4	16.5	12.9
Machinery operators and drivers	13.6	12.4	10.8	6.0
Professionals	7.6	7.3	7.8	20.8
Managers	5.2	5.2	4.8	10.7
Provide unpaid assistance to a person with a disability (%)	12.8	10.9	13.6	12.5
Housing: Owned outright	27.2	22.9	27.9	33.2
Rented - Private	26.1	25.1	19.4	27.5
Rental – Social housing (%)	9.2	20.3	16.7	3.6
Households whose rent payments are more than 30% of income	15.5	21.9	18.3	10.7
Households with no vehicle	10	18	11.5	6.2
Internet connection from dwelling	73.8	60.9	69.3	80.9

Table 7.1: Socioeconomic profile: Corio, Norlane-North Shore, Whittington vs. City of Greater Geelong (Source: ABS, 2016)

While quite different in their population sizes – Norlane is twice the size of Whittington, and Corio is four times the size – in 2016 all three areas were characterised by relatively low household incomes (especially in Norlane-North Shore), low education levels, high unemployment, and high proportions of one-parent families. Amongst residents in paid work, there was a significant proportion working in poorly paid occupations, such as technicians, machine operators, and community and personal service workers. The areas also share high levels of public housing, renters, and people in housing stress. Many households had no vehicle, which limits mobility, and internet connectivity was well below the average for the City of Greater Geelong. While age structure did not differ greatly from the COGG average, there

are significantly more Aboriginal and Torres Strait Islander people and single parents living in the three localities, a pattern typically not unrelated to other indicators of disadvantage.

These figures illustrate not only the City's class structure, but also its socio-spatial patterns of disadvantage, some of which can be traced back to the historical causes discussed above. These include the City's industrial development and subsequent decline, and the concentration of public housing and low-income workers coalescing over time in these three localities.

Australia has two main instruments that measure socio-spatial polarisation and locational disadvantage: the Australian Bureau of Statistics (ABS) SEIFA index of Social Disadvantage, and the instrument devised by influential social researcher Tony Vinson for Jesuit Social Services. Vinson's measure confirms a worsening situation for Corio–Norlane, which moved from Band 3 to Band 1 in his *Dropping off the Edge* report over the period 2007–2015. These areas are currently ranked as two of the most disadvantaged in the country. The Bands comprise a host of indicators of social dislocation and disadvantage: unemployment levels, criminal convictions, disability rates, child maltreatment, low family income, rental assistance, family violence and psychiatric hospital admissions.

The SEIFA Index of Relative Socio-Economic Disadvantage confirms this picture (see Table 7.2, below). Based on the most recent ABS census data (2016), Corio, Norlane, and Whittington are all on par with the most disadvantaged areas in Victoria – that is, they are ranked in the top-most percentile of most disadvantaged suburbs in the state.

Area	**2006**	**2011**	**2016**
Corio	4th percentile	3rd percentile	1st percentile
Norlane	1st percentile	3rd percentile	1st percentile
Whittington	2nd percentile	2nd percentile	1st percentile

Table 7.2: Corio, Norlane, Whittington: SEIFA Index of Relative Socio-Economic Disadvantage (2006, 2011, 2016, percentile ranking relative to other suburbs in Victoria) (Source: ABS, 2006, 2011, 2016)

In building a picture of these three localities, general patterns of ethnic diversity and employment sectors provide useful background. As Table 7.3 (below) shows, all three suburbs have majority Australian-born populations, but there is also a significant presence of residents born outside Australia.

Corio	**Norlane**	**Whittington**
Australia 68.3	Australia 65.5	Australia 77.5
England 3.1	Croatia 1.9	England 3.1
Afghanistan 1.9	England 1.8	New Zealand .0
Myanmar 1.8	Macedonia 1.6	Philippines 0.7
Thailand 1.5	Afghanistan 1.9	Scotland 0.7
Philippines 1.2	Philippines 1.0	Netherlands 0.7

Table 7.3: Corio, Norlane, Whittington: Top 5 Countries of Birth (Source: ABS, 2016)

The main areas of local employment for the three localities are outlined in Table 7.4 (below). This data confirms the correlation of low education and income levels with relatively unskilled, service sector employment. As noted elsewhere, these sectors have not been hit particularly hard by the pandemic. Indeed, food retail, aged and healthcare, cleaning, and transport became even more vital – if not overly lucrative – areas of employment during COVID-19 lockdowns and movement restrictions. This pattern may help explain why unemployment rates actually went down in these localities over the first part of 2020 (see COVID-19 Impacts: Sections 7 and 8).

Corio	Norlane	Whittington
Supermarket and Grocery	Other Social Assistance	Hospitals
Takeaway food	Aged Care Residential Services	Aged Care Residential Services
Hospitals	Supermarket and Grocery	Other Social Assistance
Road Freight Transport	Hospitals	Takeaway food
Aged Care Residential Services	Building and Other Cleaning	Building and Other Cleaning

Table 7.4: Corio, Norlane, Whittington: Top 5 Industries of Employment (Source: ABS, 2016)

7.2 Policy Interventions and Lessons Learnt

There have been many prior attempts to ameliorate the persistent disadvantage experienced by communities in these three localities. Past actions include government initiatives to improve local schools through amalgamation and targeted funding; investment in better health facilities; and, through the Neighbourhood Renewal Program (2003–2010), a whole-of-government, multi-sectoral effort to improve the physical environment (by investing in and upgrading local parks), local schools (via rebuilding and adding a Trade Training Centre), and public housing stock.

The Neighbourhood Renewal Program (see Section 5: Case Studies, p. 66) saw a highly effective, whole-of-government set of interventions rolled out in the Corio–Norlane area, producing noticeable social improvements and visible upgrades to the physical environment, especially houses and parks. The *Neighbourhood Renewal Year 8 Report* (2010) noted more than 1380 improvements and upgrades to public housing, over 600 employment outcomes and 750 extra training opportunities for local residents, and upgrades of many open spaces, parks, and playgrounds. It also brought considerable improvements in community participation (Shield et al., 2011; Year 8 Review, 2008).

The related Streets Ahead: Communities in Action program, which ran in Corio and Norlane, was evaluated in 2005. Community aspirations were identified as:

- Community safety: especially in relation to home burglaries, street racing, drug use, harassment, assaults, “anti-social behaviour”, and unsafe local shops
- Institutional responses and local services: which was related to stigma around these areas
- Urban design and maintenance to improve the look, feel, and safety of parks and housing
- Community participation in decisions that affect them
- Employment opportunities via training and the removal of barriers
- Social and recreational opportunities.

As part of this program, consultation with local community organisations identified areas for improvement. These included greater opportunities to obtain meaningful employment, working with the media to reduce stigma, supporting a diverse array of formal and informal local leaders, and eliciting more support from local industry. The program took a "community development" approach, aiming to strengthen the community's ability "to generate solutions to their needs and priorities in order to promote social, economic and environmental wellbeing". It led to an ongoing Community Action Network focused on community gardens and parks, the building of the Rosewall Community Centre, and a host of one-off projects to improve services and the urban environment (Savage & Bailey, 2005).

From 2007–2012, the Victorian State Government adopted a "place-based approach" to program delivery. Within the Fairer Victoria and Neighbourhood Renewal frameworks, there was also a program to work with communities of 4000–7000 people facing a range of challenges, including falling employment, insufficient access to services, and underdeveloped community facilities. Whittington was one of these areas. The focus was on activities that would have long term positive social and economic outcomes by bringing together residents, businesses, government, and local organisations to "help transform their community into a place of opportunity and activity". This was to occur by stimulating local business activity, expanding job and training opportunities, linking federal and State initiatives, stronger engagement in quality early childhood and school education, and encouraging local leadership.

The Whittington iteration of this program was enacted via a Local Action Plan, a series of governance groups, and ultimately a number of ongoing networks. The *Whittington Community Renewal Sustainability Report* (2013) documents the many programs that resulted across a number of areas, including early childhood education (play groups, family day care, kinders), safety (an audit, new local laws to prevent illegal motorbike riding, and the formation of a Community Safety Group), food security (a community kitchen at the Bellarine Living and Learning Centre, the Wathaurong bush food garden, and a fruit and vegetable exchange at Whittington Primary School), training and business development (with Whittington Works established, a social enterprise cafe on The Common, and Geelong East Small Business Network), urban environment improvements (a BMX track and upgrades of 150 front yards), key group programs (for youth, Indigenous engagement, multicultural residents, and a Men's Shed), adult literacy programs (at the library and Whittington Primary School), and community connecting programs (Flamefest, bike maintenance, youth fair, *The Whittington Voice*, a community-built playground, and landscaping and creation of the Whittington Link (see Figure 7.1, below).

These past programs and policy responses suggest some key priorities for these three localities – valid at the time these initiatives ran, but also potentially now (with Practice Domains flagged):

1. Employment and training tailored to address educational limitations (e.g. literacy, skills), and connecting to local employers (via a Whittington Works model) (Education, Employment)
2. Early childhood education and support (Education)
3. Food provision, affordability and security (Liveability, Health and Wellbeing)
4. Safety – especially in the streets but also local shops (Liveability, Health and Wellbeing)
5. Upgrade urban environment: houses, streets, schools, parks (Liveability, Health and Wellbeing)
6. Social connection and integration of key groups: youth, migrants, Indigenous, older (Liveability, Health and Wellbeing)
7. Community consultation and active engagement with program development and delivery (Liveability, Health and Wellbeing).



Figure 7.1: Whittington Link (Photo: Louise Johnson 11 February 2021)

However, as the SEIFA indexes show, these programs and many others have failed to shift the overall pattern of social disadvantage in these localities.

Neighbourhood Renewal and a Fairer Victoria were associated with the Bracks Labor Government. When that administration was replaced by the Napthine Liberal Government in 2011, these polices were gradually abandoned. However, some components were later rediscovered and enhanced.

Thus, in 2017, the Victorian State Government established the New Norlane program (Department of Health and Human Services, 2018). A commitment of AU$80 million was allocated to build 320 new public and affordable housing units in the suburb. The program sought to broaden the tenure mix (some units were sold into the private housing market), enhance the quality of the housing stock, and improve streetscapes. A change of government policy spelt the end of this program, a pattern that highlights the vulnerability of the operating environment to shifts in policy. One Norlane resident observed that this policy led to a major inflow of investors into the Corio-Norlane housing market, raising the number and proportion of local renters. Others observed that least some of the public housing replacements did not offer what the population really needed: three- and four-bedroom houses, rather than the smaller dwelling delivered. Before further interventions of this type are considered, the impacts of this policy must be thoroughly assessed. Some studies indicate that mixed tenure interventions are highly contested, and do not always benefit the poor (Clark & Negrey, 2017).

7.3 Statistical Profile: Corio, Norlane, and Whittington in 2020

Employment and Unemployment

Over 2020, as government-mandated lockdowns occurred and borders were closed, unemployment rose dramatically across Australia and Geelong (see Sections 2.1 and 2.2). As outlined above, since the onset of the manufacturing downturn, Corio, Norlane, and Whittington have had relatively high levels of unemployment compared to Greater Geelong. However, figures comparing the first two financial quarters of 2019 and 2020 show a remarkable development in Corio–Norlane and Newcomb–Moolap (which includes Whittington) – namely, significant falls in unemployment. From March 2020 to the June quarter, unemployment rates fell or remained steady in 11 of 15 small areas in Geelong, with the largest falls in Corio–Norlane (-1.2 percent) and Newcomb–Moolap (-0.7 percent). Compared to the same quarter in 2019, Corio–Norlane's unemployment rate had decreased by an extraordinary 9.1 per cent. Table 7.5 (below) contrasts these areas with the more affluent suburbs of Highton and Newtown.

Areas	March 2020	June 2020	Quarterly Change	June 2019–June 2020
Corio–Norlane	13.0	11.8	-1.2	-9.1
Newcomb–Moolap	7.6	6.9	-0.7	-4.7
Highton	1.5	1.7	+0.2	-0.7
Newtown	1.8	1.0	-0.8	-1.6
Greater Geelong	4.2	4.0	-0.2	-2.6
G21 Region	3.6	3.6	0.0	-2.0
Victoria	4.9	5.4	+0.5	-0.2

Table 7.5: Unemployment Rates in Key Areas of Geelong, 2019–2020 (Source: City of Greater Geelong, 2021)

Figures from the Australian Government Labour Market Information Portal and Small Area Labour Market paint a comparable picture of declining unemployment over those three areas from mid-2019 to 2020, offering both numbers and percentages to give a clearer indication of the scale of the shift. (In November 2020, the Barwon Region had an unemployment rate of 4.3 per cent, representing close to 7000 people, though the area's Job Active case load was placed at 18,215.)

Area	Number June 2019	Number June 2020	Rate June 2019 (%)	Rate June 2020 (%)
Corio-Norlane	2517	1395	21.5	11.8
Newcomb-Moolap	908	493	12.8	6.9

Table 7.6: Unemployment Numbers and Rates, 2019–2020, Corio-Norlane and Newcomb-Moolap (Source: Australian Government National Skills Commission, 2021)

The number of people on JobKeeper provides another indicator of unemployment in the focus localities. These figures show a different pattern, as detailed below (Table 7.7). This reflects what occurred in the second half of 2020: an exacerbation of local unemployment, as COVID-19 restrictions and business shutdowns reversed the early pattern of improved employment prospects from mid-2019 to mid-2020.

Area	Number Dec 2020	Rate (%) Dec 2020	Number March 2020	Rate (%) March 2020	Change
City of Greater Geelong	15,590	9.5	9129	5.6	+ 6 461
Corio-Norlane	3389	18.8	2508	13.9	+ 891
Newcomb-Moolap	1374	14.7	879	9.6	+ 495

Table 7.7: Number of People on JobKeeper Payments (aged 15–64) (Source: Profile.id, 2021)

So, while the localities of focus have a long-running unemployment problem, with rates far higher than other parts of the city, there was a marked improvement over 2019 and into the first half of 2020. At a time when people in most parts of Australia were losing jobs in great numbers, these three disadvantaged localities were bucking the trend and experiencing declining rates of unemployment. This invites much closer examination of the economic developments, employment sectors, policy interventions, or other actions – whether by community groups, job agencies, employers, or residents themselves – that contributed to this improvement in local employment figures. The early stages of the pandemic evidently created additional job opportunities in the health, transport, cleaning, food, and social assistance sectors. And perhaps organisations such as Northern Futures and GROW were even more effective during this time.

However, this early positive pattern was decisively reversed in the latter part of 2020, with significant increases in the numbers and proportion of residents in the three localities receiving JobSeeker payments. The cessation of the JobSeeker Coronavirus Subsidy in late March 2021 will have a major impact on these areas and their vulnerable populations. This concern is underlined in the next stage of this research, in our consultations with community organisations (see Section 8). For details of payment wind-backs and current JobSeeker rates, see Section 2: Policy Contexts (p.13)

Housing

We know that the areas of Corio, but more particularly Norlane and Whittington have high concentrations of public housing. Many of these units were built in the 1950s and 60s and were not always of high quality or appropriate for today's expectations. Many are coming to the end of their lives and some have already been replaced as part of Neighbourhood Renewal and Renew Norlane policies in the past.

There is great scope and need to extend these renewal and renovation programs as part of the state level Homes for Victorians and CoGG Social Housing Policy, though whether these areas should accommodate even more social housing units is debatable, with most research tending to support social mix rather than the large low income estates that were built in the past. Any policy intervention, however, needs to ensure that the housing within these areas remains appropriate, accessible and affordable to those who wish to live there.

Local proportions of public housing range from 9–20 per cent, meaning a significant amount of the housing in these areas is rental accommodation or mortgaged (with only 23–28 percent owned outright: see Table 7.1).

To inform this section of the study, we conducted a detailed statistical analysis of the housing property market in the three localities from 2015–2020. Details are below.

The section below provides a housing transactional and rental market analysis for the three focal suburbs: Corio, Norlane and Whittington, from 1 January 2015 to 31 October 2020. The point-level housing transactional and rental data of the three suburbs are sourced from the Australian Property Monitor (APM).

Residential property in Australia breaks down into the two main categories – house and unit – and each submarket has distinctive market movement and trends (Koo & Liang, 2020; Liang, Koo, & Lee, 2021; Ma, Reed, & Liang, 2019). Thus, we separate the whole sample into the house and unit submarkets, and analyse them separately.

Table 7.8 (below) provides a statistical summary for the three focal suburbs. As this table shows, the housing market of the three focal suburbs is dominated by houses, rather than units. From 1 January 2015 to 31 October 2020, there were 4396 houses sold in the three suburbs; the number of units sold during this period is only 283. There were 8364 houses rented out during this period, while the number for units rented is 1049. The average transactional price of houses during this period is $323,276, while the average transactional price of units is $263,982. The average rental price of houses during this period is $ 280.81 per week, with an average transactional price for units of $ 244.81 per week.

During the same period, the average transactional price of houses and units across Victoria was $758,385 and $549,393 respectively, while the average rental price of houses and units in Victoria was $447.85 and $349.54 respectively (see Table 7.8, Panel A). The housing cost of the three focal suburbs is significantly lower than the average of Victoria, confirming that these areas remain relatively very affordable. However, it is important to note that during this period, both housing values and rents in our three focus suburbs increased in at a higher rate than in Greater Geelong or Victoria as a whole.

Panel A: House Transactional Sample

Variable	Definition	Obs	Mean	Std. Dev.	Min	Max
Price	Transactional Price	4,396	323,276	87,448	65,650	2,150,000
Size	Size of land	4,363	627.12	499.88	98.00	13,510.00
No.Beds	Number of Bedrooms	4,398	2.91	0.68	0.00	6.00
No.Baths	Number of Bathroom	4,398	1.13	0.49	0.00	3.00
No.Parking	Number of Carpark	4,398	1.99	1.45	0.00	10.00
DY-2015	Year of 2015	4,398	0.13	0.34	0.00	1.00
DY-2016	Year of 2016	4,398	0.17	0.38	0.00	1.00
DY-2017	Year of 2017	4,398	0.17	0.38	0.00	1.00
DY-2018	Year of 2018	4,398	0.22	0.41	0.00	1.00
DY-2019	Year of 2019	4,398	0.19	0.39	0.00	1.00
DY-2020	Year of 2020	4,398	0.12	0.32	0.00	1.00

Panel B: Unit Transactional Sample

Variable	Definition	Obs	Mean	Std. Dev.	Min	Max
Price	Transactional Price	283	263,982	68,126	137,500	508,000
Size	Size of Indoor Area	284	214.30	162.67	44.00	1,113.00
No.Beds	Number of Bedrooms	284	1.93	0.67	0.00	4.00
No.Baths	Number of Bathroom	284	1.02	0.39	0.00	3.00
No.Parking	Number of Carpark	284	1.11	0.64	0.00	4.00
DY-2015	Year of 2015	284	0.08	0.27	0.00	1.00
DY-2016	Year of 2016	284	0.18	0.39	0.00	1.00
DY-2017	Year of 2017	284	0.23	0.42	0.00	1.00
DY-2018	Year of 2018	284	0.12	0.33	0.00	1.00
DY-2019	Year of 2019	284	0.20	0.40	0.00	1.00
DY-2020	Year of 2020	284	0.19	0.39	0.00	1.00

Panel C: House Rental Sample

Variable	Definition	Obs	Mean	Std. Dev.	Min	Max
Price	Transactional Price	8,362	280.81	52.98	195.00	1,304.00
Size	Size of land	8,433	579.86	216.88	0.00	3,255.00
No.Beds	Number of Bedrooms	8,433	2.82	0.59	0.00	6.00
No.Baths	Number of Bathroom	8,433	1.12	0.35	0.00	3.00
No.Parking	Number of Carpark	8,433	1.39	1.04	0.00	8.00
DY-2015	Year of 2015	8,433	0.07	0.25	0.00	1.00
DY-2016	Year of 2016	8,433	0.12	0.32	0.00	1.00
DY-2017	Year of 2017	8,433	0.24	0.43	0.00	1.00
DY-2018	Year of 2018	8,433	0.20	0.40	0.00	1.00
DY-2019	Year of 2019	8,433	0.20	0.40	0.00	1.00
DY-2020	Year of 2020	8,433	0.14	0.34	0.00	1.00

Panel D: Unit Rental Sample

Variable	Definition	Obs	Mean	Std. Dev.	Min	Max
Price	Transactional Price	1,049	244.81	43.20	180.00	385.00
Size	Size of Indoor Area	1,089	295.82	308.14	0.00	2,000.00
No.Beds	Number of Bedrooms	1,089	1.73	0.64	1.00	3.00
No.Baths	Number of Bathroom	1,089	1.06	0.24	1.00	2.00
No.Parking	Number of Carpark	1,089	1.05	0.40	0.00	3.00
DY-2015	Year of 2015	1,089	0.07	0.25	0.00	1.00
DY-2016	Year of 2016	1,089	0.09	0.29	0.00	1.00
DY-2017	Year of 2017	1,089	0.25	0.43	0.00	1.00
DY-2018	Year of 2018	1,089	0.26	0.44	0.00	1.00
DY-2019	Year of 2019	1,089	0.17	0.37	0.00	1.00
DY-2020	Year of 2020	1,089	0.13	0.33	0.00	1.00

Table 7.8: Statistical Description of Housing Market for the Three Focal Suburbs

We have also constructed monthly hedonic indexes to track the trend of housing costs for the three suburbs, as well as for the whole of Victoria, Greater Melbourne, Regional Victoria, and Greater Geelong, for comparison. The time frame of the indexes is from January 2015 to October 2020. We construct indexes for submarkets of house transactional sample, unit transactional sample, house rental sample, and unit rental sample. The hedonic indexes are presented in Figures 7.3–7.6 (below). The methodology for the hedonic indexes is outlined in Appendix D.

As Figure 7.2 shows, the house value of the three focal suburbs grows by 43.2 percent over the period January 2015–October 2020, higher than the growth rates of Greater Geelong (39.75 percent), Regional Victoria (32.75 percent), Greater Melbourne (36.4 percent), and Victoria as a whole (35.8 percent) during the same period. A similar trend is found for the local house rental price, with Figure 7.3 showing that the growth rate of the three focal suburbs (18.05 percent) outperforms Greater Geelong (14.55 percent) and the other reference groups.

The unit price index for the three focal suburbs (Figure 7.4) is more volatile compared to the other reference groups, because of small size of the unit transaction subsample of the three focal suburbs. The growth rate of unit value in Greater Geelong and the three focal suburbs has surpassed the rest of Victoria since 2017. The growth rate of the three focal suburbs from January 2015–October 2020 is 29.35 percent, slightly lower than the rate for Greater Geelong (32.73 percent), but much higher than the growth for Regional Victoria (15.25 percent), Greater Melbourne (8.72 percent), and the whole of Victoria (10.82 percent) during the same period. Similar to the trend of unit value, the growth of unit rental price for the three focal suburbs (21.6 percent) and Greater Geelong (11.6 percent) also outperforms the other reference groups. More importantly, the unit rental price has been declining dramatically in Greater Melbourne since early 2020 because of the outbreak of COVID-19, but the drop of unit rental cost in Greater Geelong is much lower. However, the unit rental price in the three focal suburbs continued to grow after March 2020, regardless of the COVID-19 pandemic.

The average transactional prices of houses and units in the three focal suburbs from 1 January 2020 to 31 October 2020 are $384,539.9 and $366,150.9 respectively, lower than that of Greater Geelong ($603,725.7 and $478,179.9), Metropolitan Melbourne ($913,772.3 and $615,105.4), and the whole Victoria ($749,952.4 and $582,934.1). Also, the average rental prices of house and units for the three focal suburbs in the same period are $306 and $208 per week respectively, lower than that of Greater Geelong ($440 and $353), Metropolitan Melbourne ($624 and $524), and the whole of Victoria ($634 pw and $550 pw).

While the current housing cost in the three focal suburbs is lower than in Greater Melbourne, Greater Geelong, and the rest of Victoria, the growth rate of housing costs in these suburbs – especially the unit rental cost – increased much more than these reference groups over the past six years. The main factors driving this rapid increase in housing cost within the focal suburbs could include Victoria's population growth over recent years, and the Regional Victorian First package, which encourages first home buyers to purchase property in regional areas.

In addition, Geelong has been growing relatively fast since 2015, while the COVID-19 pandemic has pushed out housing demand into regional Victoria. This has further aggravated housing cost in the three focal suburbs, especially in the unit rental market. Given that renting a unit is the most common housing tenure for people on low incomes, it is important to continue to monitor this aspect of the housing situation in Corio, Norlane, and Whittington.

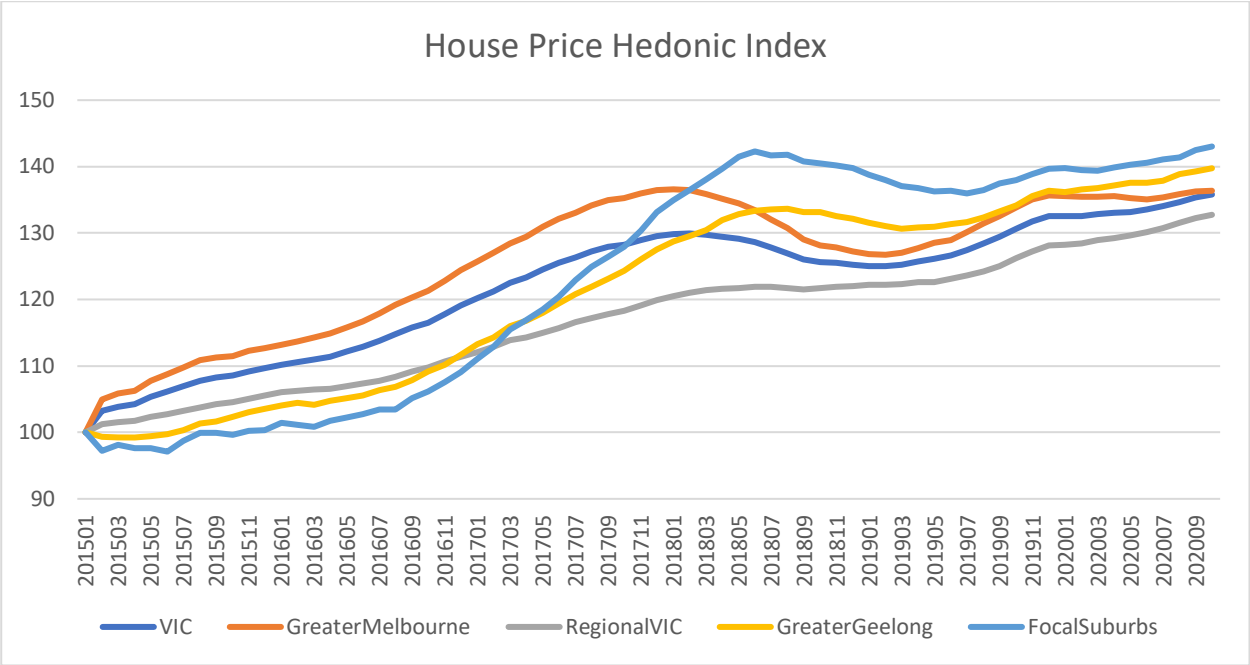


Figure 7.2: Hedonic indexes of house transactional price for whole of VIC, Greater Melbourne, Regional VIC, Greater Geelong, and the three focal suburbs, from January 2015–October 2020

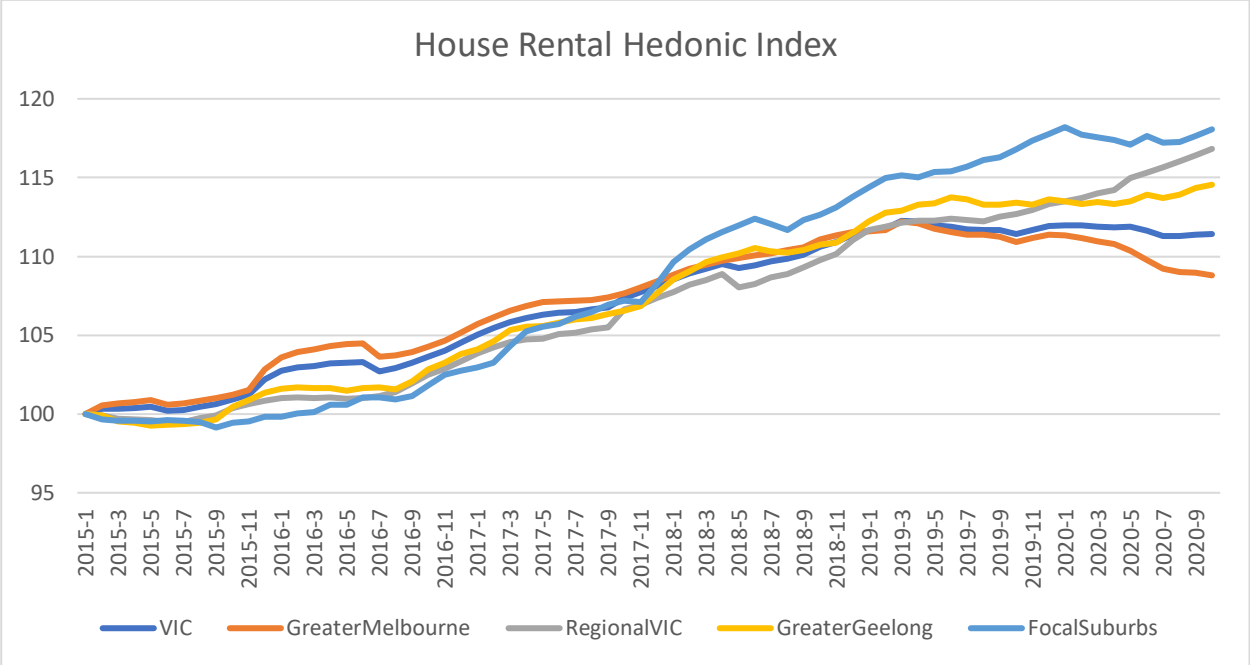


Figure 7.3: Hedonic indexes of house rental price for the whole of VIC, Greater Melbourne, Regional VIC, Greater Geelong, and the three focal suburbs, from January 2015–October 2020

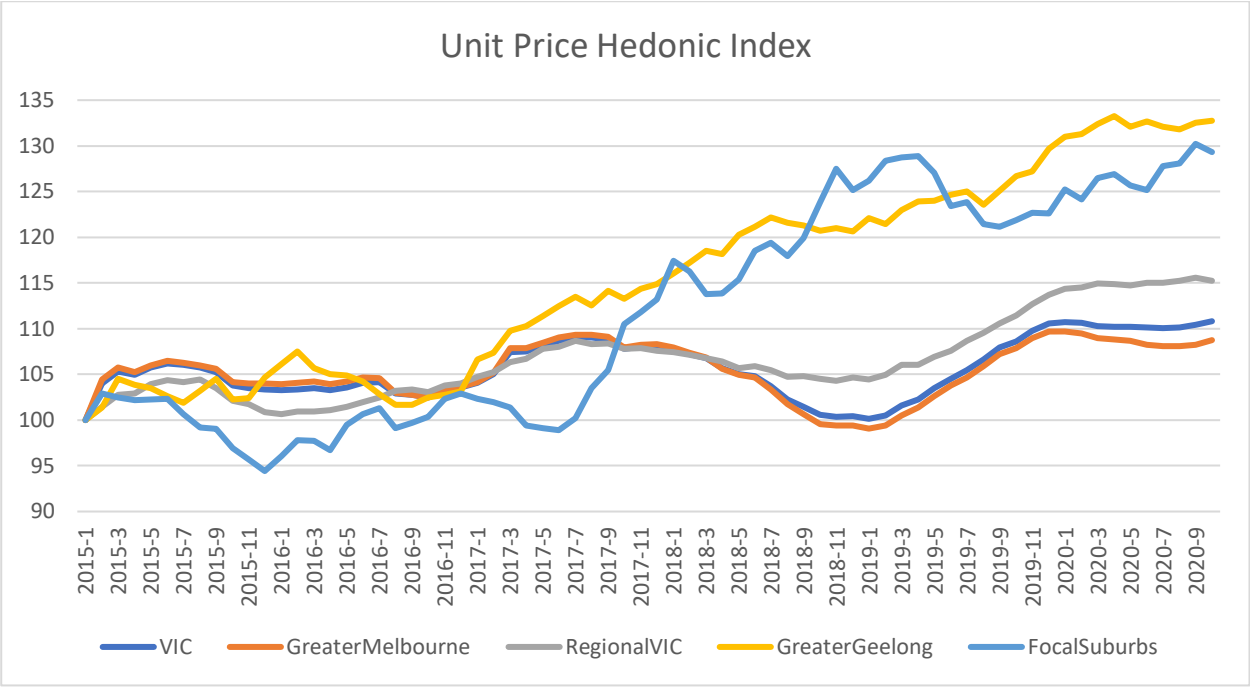


Figure 7.4: Hedonic indexes of unit transactional price for the whole of VIC, Greater Melbourne, Regional VIC, Greater Geelong, and the three focal suburbs, from January 2015–October 2020

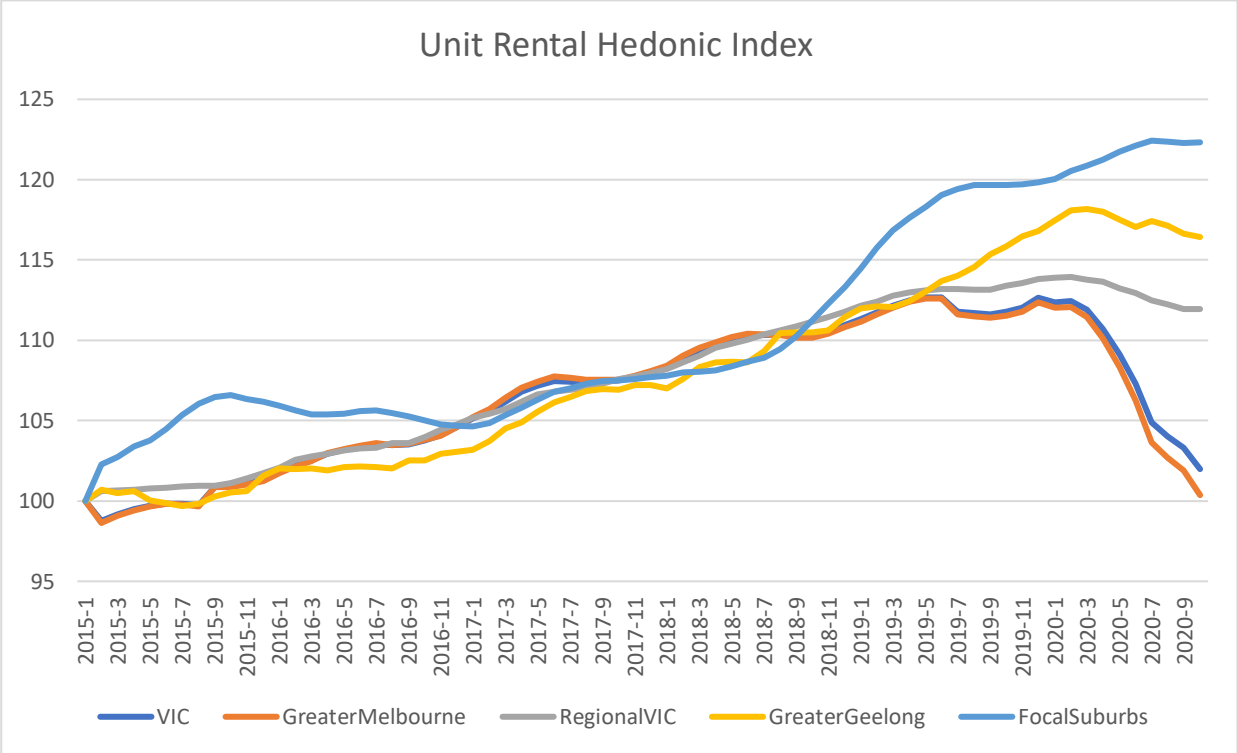


Figure 7.5: Hedonic indexes of unit rental price for the whole of VIC, Greater Melbourne, Regional VIC, Greater Geelong, and the three focal suburbs, from January 2015–October 2020

The data presented above confirms that Corio, Norlane, and Whittington have relatively affordable housing compared to Greater Geelong, Melbourne, and Victoria. However, our analysis also reveals significant increases in the costs of dwellings within these focal suburbs in recent years, both for houses and units. In particular, there was a significant rise in the numbers and prices of rental units sold in the three areas, along with increases in house prices well above those registered for the City of Geelong and across Victoria. This raises the urgent question of housing affordability in the three focal suburbs: whether it will continue to decline, by how much, and how this will impact local rates of housing stress.

"Housing stress" is defined by households in prescribed income brackets spending more than 30 percent of their gross income on either rent or mortgage payments. In 2016 there were 91,802 households in the City of Greater Geelong, 8618 of these households were in rental housing stress (41 percent of a total 24,377 renters), and 322 were in mortgage stress.[4] Table 7.9 (below) shows data on households experiencing rental stress in several Geelong localities in 2020, while Table 7.10 (below) provides comparable local data for mortgage stress. This data reveals a significant issue of rental stress in the localities of focus, and a smaller but nonetheless significant incidence of mortgage stress. Figure 7.6 (below) reinforces this picture of localised rental stress, particularly in Corio–Norlane.

Locality	Households in Rental Stress (%)	Households in Rental Stress (#)
Portarlington	45.4	325
Newcomb-Moolap	43.1	559
Corio-Norlane	41.9	1035
Highton	30.0	321
Newtown	27.4	258
Geelong City	28.5	491

Table 7.9: Households in Rental Stress, Geelong Region, 2020 (Source: .id consulting pty ltd, 2021)

Locality	Households in Mortgage Stress (%)	Households in Mortgage Stress (#)
Corio-Norlane	15.2	395
Newcomb-Moolap	13.9	256
Highton	7.3	210
Newtown	5.5	67

Table 7.10: Households in Mortgage Stress, Geelong Region, 2020 (Source: .id consulting pty ltd, 2021)

Over the 12 months to June 2020, only 0.4 percent of all rental listings in the City of Greater Geelong would have been affordable to a household on a "very low income". However, people on a "low income" can more readily afford to rent a unit or house in Corio, Norlane, or Newcomb-Moolap. These more affordable areas provide a vital housing option for people on low incomes in the City of Greater Geelong. However, the significant numbers of local households already under housing stress underlines

[4] (https://housing.id.com.au/geelong/affodablility-and-availability#how-affordable-is-renting, accessed 3.2.21).

the need to investigate this issue further and develop targeted actions. If current trends continue, rates of housing stress and homelessness in Corio, Norlane, and Whittington look almost certain to increase.

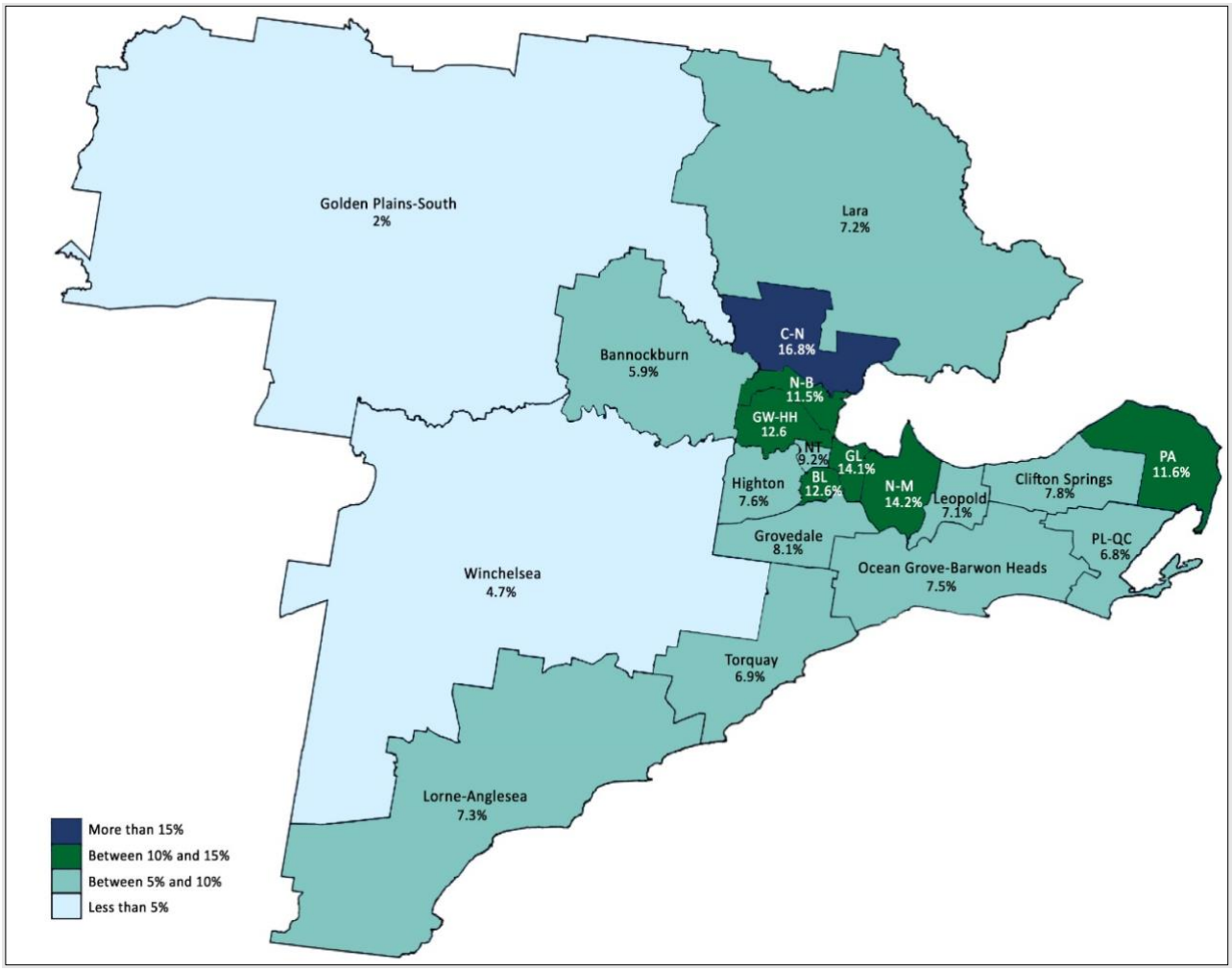


Figure 7.6: Proportion of Geelong Households in Each SA2-Level Statistical Area Where Rent Payments were Greater than or Equal to 30% of Household Income (Source: ABS, 2016) (Note: C-N is Corio-Norlane, and N-M is Newcomb-Moolap, which takes in Whittington)

Education

As previously noted, data on education levels in Corio, Norlane, and Whittington indicates relatively low levels of educational achievement, and few students who go on to tertiary study, but about-average levels of trade and technical training (ABS, 2016; Profile.id). The My School (2021) website offers insight into the key educational institutions in these areas.

Local primary education comprises a mix of public and Catholic schools, which all differ in terms of student socioeconomic profiles, NAPLAN results, and funding levels per student. Primary schools with high student representation in the lowest socio-educational quartiles tend to have significant proportions of students from both Indigenous and non-English-speaking backgrounds. We know from other research that these student groups fared relatively poorly during COVID-19 lockdowns and home schooling, and that school attendance is generally lower on average for Indigenous students than non-Indigenous students. ATSI and CALD students thus present two cohorts for whom targeted educational support will be needed going forward.

Significantly, however, these patterns do not necessarily map onto local NAPLAN results. For example, Whittington Primary, which has the lowest SEIFA Socio-Educational Profile of any local school, had NAPLAN result on par with Christ the King Primary School in reading, writing, and numeracy in 2019. This may well confirm the value of quality teaching and leadership, while also pointing out the perils of mapping somewhat blunt indicators of socio-economic disadvantage against educational outcomes. However, the funding level variations between local schools are significant, given that they all serve areas of high social disadvantage. Table 7.11 (below) provides some comparative figures for local primary schools. (References to "Quartiles" refer to the school's SEIFA Socio-Educational Profile.)

School	Bottom Quartile	Middle Quartile	Top Quartile	Index of Community Socio-Educational Advantage	ATSI Students (%)	Language Other Than English Students	Funding Per Student ($)
St Francis Xavier (Corio)	59	31	9	936	3	36	14,357
St Thomas Aquinas (Norlane)	66	22	9	917	9	25	21,045
Whittington Primary	82	14	3	862	12	11	17,202
Newcomb Park	67	20	10	925	6	7	15,836
Christ the King (Newcomb)	20	37	29	1027	1	6	15,057

Table 7.11: Education Indicators for Primary Schools in the Corio, Norlane, and Whittington Areas (Source: My School, 2021)

Turning to local high schools, Northern Bay College in Corio serves the Corio–Norlane area. In 2019 the school had 1935 students. Given that Aboriginal and Torres Strait Islander Australians make up less than 1 percent of the Geelong population, it is notable that 8 percent of students at this high school are Indigenous. Figures for the same year (2019) show that 34 percent of students have a language background other than English (up from 23 percent in 2014), indicating that this school attracts a growing number of newly arrived migrants, including refugees.

Northern Bay College's SEIFA Index ranking for Socio-Educational Advantage has remained relatively stable over time, at 882, and is higher than the area as a whole. This suggest that students attending this school are from more affluent and secure households – which begs the question as to where other students in the community attend high school. However, this score remains well short of the 1000 average, which helps explain why only 54 VCE Certificates were awarded at the school in 2019 (up from 31 in 2014, but still very low). The distribution of Socio-Educational Advantage is revealing, especially when compared to the other major high school in the area, Geelong Grammar, whose 1152-strong student population has a very different profile.

Newcomb Secondary College serves the Whittington area, along with St Albans, Moolap, and Newcomb. It has a high proportion of students in the lowest quartile of Socio-Educational Advantage, along with a large representation of Indigenous students (4 percent). Whittington also has St Helen's Special School,

a small Catholic school for special-needs students. With only 95 students, St Helen's receives high levels of specialist Australian government funding ($46,899 per student, compared to $3331 for Northern Bay and $4762 for Geelong Grammar). While St Helen's has a high Index of Socio-Educational Advantage (959), it still has a significant number of low-income students, as Table 7.12 (below) shows.

School	Bottom Quartile	Middle Quartile	Top Quartile	Index of Socio-Educational Advantage	ATSI students (%)	Language Other Than English Students	Funding Per Student ($)
Northern Bay College (Corio)	78	16	5	882	8	34	18,181
Geelong Grammar (Senior School, Corio)	2	7	22	1152	1	26	26,473
Newcomb Secondary College	61	25	11	934	4	2	25,698
MacKillop Specialist School (Whittington)	44	29	20	959	13	4	56,540

Table 7.12: Distribution of Socio-Educational Advantage, Corio, Norlane, and Newcomb High Schools (Source: My School, 2021)

In considering why the three localities of focus express high levels of socioeconomic disadvantage, clearly the quality and catchment areas of their schools is a major contributor. Past policy interventions have focused on improving local schools, upgrading facilities, and raising the expectations of both students and teachers. This has been successful in some schools, such as Whittington Primary. But there is clearly more to be done here, especially for particular groups such as Indigenous and CALD students. We also know the pandemic impacted hard on families with limited digital inclusion and insecure employment. This underlines the need to ensure that any available support programs – such as the Victorian Government's Tutor Learning Initiative 2021 – are accessed to support local students.

Health and Wellbeing

The National Health Service Directory lists a significant number and diversity of health providers in the three localities: 40 in Corio, 19 in Norlane–North Geelong, and 21 in Whittington. They include everything from pharmacies, community health centres, and GP clinics, to more specialist services (podiatry, dental, prosthetics). With Barwon North also serving the northern suburbs, at first glance health service provision would seem adequate in the three areas. However, communities in these suburbs have some significant health issues, which are demonstrated by an array of indicators.

Broadly speaking, the activity and BMI figures above suggest relatively low levels of both physical activity and healthy eating behaviours within these communities. However, there are likely to be other contributing factors, including structural inequalities and localised patterns of disadvantage in these areas. These include the prevalence of low-income households, chronic health conditions, difficulties in obtaining healthy food, mobility and transport challenges, low education levels, a lack of welcoming and

inclusive public spaces, and what is widely perceived as an unsafe urban environment. We can assume the figures relating to self-perception and psychological distress reflect the cumulative effect of these factors and others (including family violence), and perhaps to some extent also the stigma associated with living in these areas. Whatever the causes, there is clearly a need for more specialist mental health services – which were not overly abundant in the National Health Services listing.

Health Indicator	Corio-Norlane (13)	Whittington, Newcomb, Moolap (6)
Self-Rated Health: Fair to Poor (%)	21.2	18.4
Physical Activity: Sedentary (%)	22.6	14.1
Overweight (via BMI)	25.9	47.0
Obese (via BMI)	28.4	29.5
Psychological Distress (% High or Very High)	21.3	12.0
Life Satisfaction (% High to Very High)	68.1	83.2

Table 7.13: Health Indicators for Planning Areas 13 (Corio–Norlane) and 6 (Whittington, Newcomb, Moolap) (Source: City of Greater Geelong, 2020–2023)

Limited access to nutritious and fresh food is an identified problem in the three localities. Both the Norlane Community Centre and the Bellarine Living and Learning Centres have regular and well-supported food banks. Several organisations run community gardens or urban farms that make a valuable contribution to local food security, including Norlane Community Initiatives, Cloverdale Community Centre, Diversitat, Norlane Baptist Church, Encompass, and the Hope Community Garden at the Northern Hub. But the health indicators above suggest a need to extend upon these existing programs, perhaps adapting some of the models and approaches documented in Section 5: Case Studies (London's Story Garden/Skip Garden and Kitchen, Oslo Living Lab's Rooftop Garden, Fawkner Commons, and Nourishing Landscapes). In collaboration with existing organisations, CoGG could also explore the development of support programs for households to grow their own fresh produce.

Liveability

As discussed in Part A, "liveability" has been defined in various ways (see p. 2). For the purposes of this study, the "Liveability" Practice Domain is used to capture a range of important local features and characteristics not already captured by the other four domains. Liveability thus includes the following: public open space, transport, walkability, accessibility, sustainability, safety, digital inclusion, arts and cultural organisations and venues, other local amenities (shops, eateries, community facilities, public events, leisure options, significant places), social infrastructure, and intangible community assets (social networks, social capital, community knowledge, sense of belonging, place attachment). Here we discuss some key liveability issues that emerged in the research conducted for this section of the report.

Mobility

While there are bus services operating in the three localities, a heavy rail line that passes through Corio and Norlane (on its way to Melbourne and the Geelong CBD), many prior studies and interviews have confirmed that personal mobility is a big issue in these communities. At the human scale, there is scope to build on past initiatives to improve neighbourhood walkability and expand active transport options in the three localities.

ABS data also highlights the significant proportion of residents who lack access to a vehicle: 10 percent in Corio, 18 percent in Norlane, and 14.5 percent in Whittington. Despite this fact, the *Corio-Norlane Structure Plan* (2012) noted that "Given the spread-out nature of the area and distance to services…the car will continue to dominate as the necessary mode of transport for a majority of residents" (City of Greater Geelong Department of Planning and Community Development, 2012, p. 24). The plan goes on to recommend redesigning major intersections and installing additional ramps to encourage industry and port traffic to bypass residential areas. To improve mobility in these areas, the plan identifies the need for "a public transport network which meets the needs of residents". This goal was to be achieved by "increasing bus accessibility, frequency and connectivity", especially from east to west.

However, it is not clear whether these planned actions occurred. Past interviews with Northern Futures clients who live in Corio and Norlane confirm the very real problems the poor bus service and lack of access to a vehicle presents for jobseekers (Johnson, 2012). For many people, just getting a driver's licence and being able to buy and maintain a car were huge barriers to both employment prospects and active participation in their communities. As the research literature shows, transport disadvantage exacerbates other forms of social and economic exclusion (Delbosc & Currie, 2011). Concrete actions to improve public transport, residential mobility, and neighbourhood walkability should be built into any coordinated effort to address systemic disadvantage in Geelong's northern suburbs.



Figure 7.7: North Geelong Station (Photo: Louise Johnson, June 2020)

The *Corio-Norlane Structure Plan* (City of Greater Geelong Department of Planning and Community Development, 2012) also observed that the North Shore and Corio rail services "suffer from low patronage [and] poor passenger amenity and lack integration with their surrounding area". The plan then recommends upgrading the North Geelong station. A recent photograph of this station suggests this planned upgrade and integration did not occur (see Figure 7.7, above). It is not clear how many local residents use the relatively infrequent intercity train as a commuter service.

Local Shops and Retail

The *Corio–Norlane Structure Plan* (City of Greater Geelong Department of Planning and Community Development, 2012) noted the existence of 19 shopping centres across these two suburbs, before suggesting that of those 19, only the Bell Post Hill shopping centre "works". The plan recommending priority action to: "Improve the role, function and presentation of local shopping centres", especially Labuan Square (see Figure 7.7). It also recommended that the Corio Shopping Village become a much larger centre, somehow connecting to a tree-lined boulevard on Bacchus Marsh Road and a redeveloped Waterworld precinct. This has not occurred, as the Waterworld precinct is now a major health hub, and Bacchus Marsh Road remains a formidable arterial barrier. As one Norlane resident observed: "This plan involved great consultation but then it was ignored!" (Resident conversation 16.2.21).

As Figures 7.8 and 7.9 show (below), the quality of local shopping strips is very low. Locally, COVID-19 has highlighted a need for more walkable neighbourhoods, more inclusive public spaces, and more accessible services and facilities, especially quality food shops (see Section 8). Across these two suburbs, this presents both a planning challenge and a commercial one: how to rationalise and boost some key neighbourhood shopping precincts. This could be done as part of an initiative engaging local communities and groups – for example, an array of ethnic restaurants in Labuan Square, building on local culinary and business skills within local refugee and cultural communities. This could be readily advertised on nearby Melbourne Road. Local shopping strips could be revitalised based on local needs, engaging residents in the process, and as part of a venture to decentralise services and improve access; the successful relocation of many health services to the Corio Shopping Centre precinct shows this is possible. There is also scope to investigate whether a major supermarket could be accommodated.

Whittington presents a different problem. There are virtually no local shops besides those along the Bellarine Highway, which lie outside the suburb boundary. The third photo below (Figure 7.10) shows a rare local outlet, the HomeStart shopfront in Apollo Place, run by Encompass Community Services. HomeStart upcycles and recycles donated goods, trains and employs local people, and provides low-income residents with free or discounted furniture and homewares to furnish their homes. Besides an adjacent op shop (also run by Encounter) and a fast-food place, Whittington lacks retail or food outlets.

Across all three localities, there is a need to investigate how a good mix of retail, food, and service outlets might be fostered in local shopping strips, and these areas made more attractive, productive, and welcoming for the community.



Figure 7.8: Rose Street Shops, Norlane (Photo: Louise Johnson, June 2020)



Figure 7.9: Labuan Square, Norlane (Photo: Louise Johnson, June 2020)



Figure 7.10: Whittington (Photo: Louise Johnson, February 2021)

Open Space

Across Geelong, 44 percent of the population live within 400 metres of public open space that measures more than 1.5 half-acres. Looking at our three localities of focus, on the face of it there seems to be an abundance of parks, open space, playgrounds, and outdoor sports facilities in Corio and Norlane; these include (but are not limited to) Corio Community Park, Stead Park, Corio Community Reserve, and Shell Reserve, all in Corio; and the Fountain of Friendship Park, Evans Reserve, Windsor Park, and Norlane Skate Park in Norlane. There is also the adjacent green space of Cowies Creek and Seagull Paddock. Open space is more limited in Whittington, but includes Whittington Link, St Albans Reserve, other smaller reserves and playgrounds, and the Bellarine Rail Trail on the suburb's northern border.

There have been both past actions and recent plans to upgrade public open spaces in these areas, in particular lighting improvements and toilet facilities (as noted in CoGG's *Social Infrastructure Plan*). However, as an earlier investigation into Corio-Norlane found, many of the parks are not considered safe by residents, a sprinkling of local pocket parks are not necessarily well used, and there is a need for greater connectivity and safety. Our consultations (see Section 8) confirmed these earlier observations, with a perceived lack of welcoming, accessible and attractive open and green space in the three localities, and scope to further upgrade and extend existing options.

Social Infrastructure

The City of Greater Geelong *Social Infrastructure Plan* (2020–2023) sets out plans for considerable investment into the three areas under consideration. In Corio there are planned refurbishments of existing park facilities (toilets in Stead Park, skatepark, floodlights); the redevelopment of key community facilities (Norlane Community Centre, Corio Library); and the implementation of plans for Osborne House and fOrT Youth Centre in North Geelong. However, a key initiative has not been fully funded: the NACH (Northern Aquatic and Community Hub, formerly Northern ARC), which is to replace Waterworld, and includes an aquatic, health, and leisure facility, plus community and meeting spaces.

Under this plan, there is little social infrastructure proposed for Norlane, beyond the extension of the Leisuretime Centre and Purnell Road Early Learning Centre. Whittington's St Albans Reserve receives floodlights and Thomson Reserve will have gender-neutral change rooms, along with change facilities for Ervin Reserve and Howard Glover Reserve. However larger community centres and projects – such as the proposed Whittington Community Hub and Aldershot Master Plan – remain open for "investigation" and further "design work". The only other major investment involves boosting cycling track linkages to other parts of the city.

Based on available information, there appears to be limited new investment in community infrastructure for early years, youth, arts and culture, indoor sport, and recreation in these areas. However, a more detailed audit of existing and nearby facilities, along with benchmarking standards and canvassing local needs, would be necessary to confirm this initial judgement. The future residential growth area of Lovely Banks, part of the City's North Western corridor development, will no doubt be accompanied by an inflow of new, quality infrastructure. However, the limited mobility of residents in Corio, Norlane, and Whittington, and their expressed need for greater local services, may limit the value of this new development for these communities, with the possible exception of new retail outlets.

Existing local organisations are already surveying their catchments to assess need. At the end of 2019, the Whittington-based Bellarine Living and Learning Centre (BLLC) commissioned a *Community*

Engagement Project Report to "develop a better understanding of what the Whittington community wants from its neighbourhood centre". This study used an array of methods, from coffee mornings to phone interviews, online surveys, and contact with other key local organisations (sports and recreation clubs, Encompass, Men's Sheds and Churches).

Based on input from 52 community members and eight stakeholders, the report confirmed the value of BLLC, especially its food bank, but also its open and inclusive approach and the opportunities it created for socialising. The report authors suggested BLLC did need to identify and work with people who were "falling through the cracks" – described as "the new poor", residents aged 40–60 "who don't know where to go to get help and no one looks after them". The report also recommended a name change for the organisation – to address historic stigma around Whittington – and an upgrade of the BLLC facility, as "it looks austere, utilitarian, like a prison" (see Figure 7.11).

The report also suggested that the centre consider offering additional activities, facilities, and programs. Ideas included exercise/Zumba classes, a youth space, a men's "fix-it" shed, a traffic course, a coffee shop, job-ready and computer courses, food and nutrition activities, and a course on "how to make ends meet – making pocket money into household savings" Bellarine LLC, 2019). In short, the report identified many other options that the BLLC, and perhaps other organisations in the three localities, could offer residents in relation to leisure, educational, and social activities.



Figure 7.11: Bellarine Living and Learning Centre, Whittington
(Photo: Louise Johnson, February 2021)



Figure 7.12: Norlane Community Centre, Norlane (Photo: Louise Johnson, June 2020)

Crime and Safety

Safety is a very real concern for residents in the three localities of focus. It readily emerges in any community-based forum seeking feedback on local issues. The data confirms this, offering a snapshot of the range of criminal activity occurring in these suburbs, and underlining the challenges faced by people living in – and policing – these areas. Local burglary and drug trafficking rates are extraordinary (around twice Victoria's rates). But the most dramatic figures relate to domestic violence and associated crimes, such as breaching a Family Violence Order. Alarmingly, these figures range from twice to five times the Victorian rates. Domestic violence is clearly a problem that demands serious intervention in all three localities. For the women and children affected, these disturbing figures are not merely a symptom of localised disadvantage, but pose a very real threat to wellbeing, health, and potentially life.

Offence	**Corio-Norlane (3214)**		**Whittington (*3219)**		**Victoria**
(All rates are per/100,000 >>)	**Number**	**Rate**	**Number**	**Rate**	**Rate**
Burglary/Break and enter	344	1417.39	246	1260.31	655.25
Motor vehicle theft	122	502.68	97	496.95	324.04
Drug dealing/Trafficking	38	156.57	28	143.45	80.67
Family violence: Serious assault	145	597.45	49	259.04	124.98
FV: Threatening behaviour	63	259.58	31	158.82	67.05
Breach Family Violence Order	491	2023.07	259	1326.91	753.44
Common assault	85	350.23	33	169.07	174.44
Aggravated robbery	16	65.93	17	87.09	54.00

Table 7.14: Criminal Activity in Key Localities, 2020 (Source: Frederikson, 2018)
(*The 3219 postcode includes St Albans Park, Thomson, Geelong East, Newcomb, and Whittington)

7.4 City of Greater Geelong: Policy Contexts, Gaps, and Opportunities

Reviewing existing government policies, plans, and programs is a critical step in identifying priorities for change in the three localities. The City of Geelong (CoGG) has a range of existing policies targeting specific concerns in the Corio, Norlane, and Whittington areas. While the local policy context was introduced in Part A (see Section 2), here we present a more detailed review of 15 relevant CoGG policies, their main priorities, and how they specifically relate to Corio, Norlane, and Whittington (see Table 7.15, below). We also include key policies from GROW (G21 Geelong Regional Alliance).

In terms of Practice Domains, the policies outlined below relate to Employment (GROW, RISE, Whittington Works, and proposals to renew industrial areas); Housing (via commitments to affordable and social housing, and plans for infill, urban densification, and urban renewal); Education (particularly for Aboriginal students); Health and Wellbeing (notably in the areas of family violence and food security); and Liveability (a concern for social infrastructure provision, outdoor spaces and facilities, community safety, digital literacy, a sense of place via heritage and public art, local shops, and mobility, including better public transport, walkable suburbs, cycling paths). There are specific commitments for the NACH (the Northern Aquatic and Community Hub, formerly known as Northern ARC), upgrading Geelong North Station, redeveloping Norlane Community Centre and Corio Library, and undertaking minor improvement works in parks and ovals.

Analysing these policies at strategic, operational, sectoral, and social group scales, we reconsider them in light of the cumulative research findings presented in prior sections of this report. At the conclusion of this section, we identify a series of policy gaps and opportunities for further exploration, and offer some preliminary suggestions based on cumulative findings up to this point in the study.

Policy	General Priorities	Relevance to Corio, Norlane and/or Whittington
CITY-WIDE: STRATEGIC		
Greater Geelong: A Clever and Creative Future (City of Greater Geelong, 2017)	"Greater Geelong will be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive and cares for all its people." Aims and avenues to realise this vision: • Inclusive, diverse, healthy, socially connected community • Fast, reliable, and connected transport network • Prosperous economy that supports jobs and opportunities • Leader in developing and adopting technology	General principles suggest commitment to localities of disadvantage, and a focus on digital inclusion, safety, employment, and social integration of new migrants. The plan can justify: • Support for vulnerable community members • A range of employment options • Range of affordable options for people to rent or buy a home • People feeling safe on the streets, day and night, living in crime-free communities • Local participation opportunities for new arrivals • Equity in provision of community infrastructure • "Creating high amenity neighbourhoods that are well connected and safe" • 95% of dwellings within 400m of public open space
CITY-WIDE: OPERATIONAL		
Council Plan: Putting Our Communities First (City of Greater Geelong, 2018–2022b)	There are 11 strategic priorities: • Improved health and safety of our community • Informed social infrastructure and planning • A more inclusive and diverse community • Planned sustainable development • Effective environmental management • 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	• Leadership in family violence prevention; support local organisations to address homelessness, family violence, food shortages; develop housing strategy for array of social and affordable options; improve community safety; make public spaces safer; work with stakeholders to prevent crime and promote healthy eating • Complete planning and design of NACH (Northern Aquatic and Community Hub, formerly Northern ARC) • Upgrade community facilities (especially streets, roads, footpaths) • More accessible public spaces • Advance and support Aboriginal priorities, improve multicultural engagement, support social connection activities (young and old), assist employment pathways • Facilitate opportunities for infill residential development • Incorporate art and cultural initiatives into infrastructure to enhance sense of place, recognise and share heritage via storytelling • Improve bus services, better-connected walking, cycling and trail paths • Renew industrial areas and execute economic growth strategies for region's north

CoGG Settlement Strategy (City of Greater Geelong, 2020a)	• 70,000 extra dwellings required to meet forecast needs • Support affordable housing in areas suited to urban consolidation • Explore model voluntary agreements, inclusionary zoning, and surplus government sites to deliver social housing • Work with State Government, community housing, and private sector to deliver more affordable and social housing options • Predict and manage growth across City region via greenfield development, densification, and infill • Sections on urban consolidation, housing affordability, and increasing diversity via range of lot sizes and densities • Infill to contribute 50% of new builds (currently 25–35%)	• Corio, Norlane, Whittington: possible urban consolidation and densification sites • Investigate "rail corridor precinct" approach to infill opportunities from North Geelong to Waurn Ponds • Corio and North Shore Stations: no changes (due to proximity to industrial and port activity areas) • North Geelong Station: recommended area to increase housing diversity, could potentially become a Key Development Area • Continue to invest in placemaking activities • Advocate for better public transport in established areas to key destinations
CITY-WIDE: SECTORAL AND OPERATIONAL		
Social Infrastructure Plan 2020–2023 (City of Greater Geelong, 2020– 2023)	Comprehensive blueprint with detailed benchmarks and project lists in the areas of council responsibility: early years, youth spaces, libraries, community spaces, arts and culture, open space, play spaces aquatics and leisure, indoor/outdoor sport and recreation, cycling trails and public toilets.	• Corio and Norlane: new and refurbished park toilets (Stead Park), floodlights, redevelop key centres (Norlane Community Centre, Corio Library, Osborne House, fOrT Youth Centre), Leisure Time extension, new Purnell Road Early Years Centre • Deliver Northern Skate Park development (Stead Park, Corio); upgrade Stead Park Softball Pavilion to improve accessibility • Design Stage 1 of NACH development (Northern Aquatic and Community Hub, formerly Northern ARC) • Rosewall Community Centre (Corio): upgrade multipurpose spaces for Neighbourhood House & place-based community development programs (done) • Cloverdale Community Centre (Corio): expand activity spaces, improve passive surveillance of adjacent open space, improve community services access (done) • Whittington: less here, but plans include floodlights and change facilities (St Albans, Thomson Reserve, Erin Reserve), expand Splashdown Aquatic Centre, regional cycling links. Potential Whittington Community Hub (to be investigated) • Nearby: Upgrade and expand St Albans Football & Netball Club changerooms; upgrade second netball court at St Albans Reserve. • Implement Avalon Corridor Strategy to support a Northern Employment Cluster.

CITY-WIDE: SECTORAL AND OPERATIONAL (cont'd)		
Municipal Public Health and Well-being Plan (City of Greater Geelong, 2018– 2021)	Goals: • Support social connection to improve mental health via healthy places and putting people, families & communities at the centre of efforts to improve health and wellbeing • Increase participation in physical activity • Improve access to healthy environments, services, food • Increase community safety and prevent violence and injury	Relevant to preventing domestic violence and improving food security
Health and Wellbeing Pillar Plan (G21 Geelong Region Alliance, 2017–2021)	Current health priorities include: • Promoting healthy eating and active living • Preventing violence against women and children	Relevant issues for communities of focus
Social Housing Policy (City of Greater Geelong, 2020-2041)	Adopted by CoGG in February 2020. The policy identifies five key strategic roles for council: • Leadership: assume a leadership role and advocate for an increase in social housing • Investment: contribute Council sites and cash that can leverage State and Commonwealth Government input • Planning and negotiation: use amendments to Planning & Environment Act to negotiate inclusion of new social housing • Urban revitalisation: contribute to continued urban revitalisation in Corio, Norlane, Whittington, in partnership with State Government • Build capacity within CoGG: fund dedicated positions within Planning and Community Life Divisions	Council to contribute to the continued urban revitalisation in Corio, Norlane and Whittington in partnership with State Government

GROW (G21 Geelong Regional Alliance, 2021)	Geelong Region Opportunities for Work (GROW) is a collective impact initiative funded by G21, Give Where you Live, and State Government. Business, government, community orgs, and individuals collaborate to tackle disadvantage and create new jobs via: • social procurement (promote purchase of goods and services that contribute to the local community) • impact investment: inject capital into businesses and not-for-profit enterprises in target communities • demand-led employment: match new jobs with workers trained and supported to meet employers' needs (including jobseekers excluded from workforce)	GROW works with organisations like Northern Futures in areas of high unemployment including Colac, Corio, Norlane, and Whittington
CITY-WIDE: SPECIFIC GROUPS		
Multicultural Action Plan (City of Greater Geelong, 2011–2014)	Ended in 2014. Replaced by a Diversity policy (2010), City Plan, and Municipal Public Health and Well-Being Plan	Diversitat (Norlane) is supported by COGG. Dedicated language, employment, settlement and other programs for migrants and refugees (local and Geelong-wide)
Kareenga Aboriginal Action Plan (City of Greater Geelong, 2014–2017)	Five key focus areas: • Cultural Recognition and Respect • Employment and Economic Development • Family and Community Support (including health, housing, and education) • Cultural Heritage (managing Aboriginal cultural sites and legal requirements under *Aboriginal Heritage Act* 2006) • Arts and Social Enterprise	Action areas: 1.Advance educational cultural materials for local schools; 2. Work with employers to maximise Aboriginal employment opportunities; 3. Encourage participation in early childhood education and maternal/child health services, youth programs, service delivery via a community bus for "door to door" service access, support to participate in Council programs such as learn to swim, sports and wellness, expansion of Wauthaurong Centre; 4. Support the interpretation of Aboriginal heritage into the areas; 5. Increase the visibility of Aboriginal culture via place, street, infrastructure naming; Commission Aboriginal public art People with disability often face economic challenges, and there are disproportionate numbers of disabled people living in the three localities. The Access and Inclusion Plan recommendations thus have particular resonance for urban design and service delivery in Corio, Norlane, and Whittington.

COGG Access and Inclusion Disability Action Plan (City of Greater Geelong, 2018–2022a)	• Commits to examine service and infrastructure design, location, communication, and support to address needs and obstacles faced by priority areas and groups • Inform planning of bus routes • Facilitate independent train boarding and institute disability awareness training • Accessible roads and footpaths • Public transport: increase connectivity, availability, and accessibility • Accessible events: raising awareness during design process	
ISSUE-SPECIFIC PLANS/PROGRAMS		
Preventing and Addressing Violence Against Women & Children in the G21 Region 2016–2020 (City of Greater Geelong, 2016–2020)	Aims to create a long-lasting partnership to generate innovative, collective action that addresses violence against women and children and creates communities that are safe, healthy and free of violence. Recommends that all organisations working on the prevention, early intervention or responses to violence work together to strengthen regional: • Leadership • Organisational capacity • Key messages • The evidence base	Aboriginal women, women from CALD backgrounds, women with disabilities, and women from rural/remote areas comprise particularly at-risk groups. However, the plan does not make any specific recommendations for action in the three localities.
RISE (Regional Industry Sector Employment Program) (City of Greater Geelong)	The Regional Industry Sector Employment program (RISE) is a collaborative program that connects jobseekers with construction industry employment opportunities through training, recruitment, mentoring, and support. Participants graduate with a Certificate II in Construction Pathways from The Gordon and a construction industry White Card, plus work experience, skills, and mentoring.	Established in 2018, RISE works with Northern Futures and in Whittington to connect young unemployed people with training and construction jobs

CoGG Smart City Strategic Framework (City of Greater Geelong, 2020b)	• Pillar 1: A city that nurtures inclusive, connected communities Pillar 2: A city that celebrates creativity, design and innovation Pillar 3: A city that creates intelligent places and spaces • Pillar 4: A city that harnesses the value of data • Pillar 5: A city that prioritises digital infrastructure and communications	Some pillars are relevant to the localities of focus: • 1.1 + 1.3: Enhance digital literacy and the accessibility of digital services • 1.3: Improve appropriate technology to ensure people feel safe in public spaces • 5.1: Increase connected public spaces to allow more people to work and study in more places, boosting access to education and employment
AREA-SPECIFIC PLANS		
Corio-Norlane Structure Plan (City of Greater Geelong Department of Planning and Community Development, 2012)	• Increase Corio-Norlane population and diversify types of housing (more private, infill, and densities) • Support opportunities for sustainable urban renewal • Boost activity within "Corio Heart", link to Waterworld precinct • Improve role, function, presentation of local shopping centres • Support major employers to improve retail offerings • Manage heavy vehicle freight movement • Provide a safe, functional, and efficient road network • Provide a public transport network to meet the needs of residents • Provide an attractive active transport network to access Corio–Norlane • Boost entrance points, wayfinding, and image via creative arts and greening streets	• Recommends increasing housing density opposite North Shore Station, but this was not included in subsequent change to planning scheme • Rationalise parks and shopping centres, focusing on connectivity and viability • Boost Labuan Square, Corio Heart, and Alkira Parade neighbourhood centres • Provide a public transport network to meet resident needs, especially buses and possibly rail • Boost entrance points, wayfinding, and image via creative arts and street greening • Assess and improve local health and wellbeing infrastructure needs • Provide active and (especially) passive open space to meet local and visitor needs

Table 7.15: CoGG Policies, Plans, and Programs Relevant to Corio, Norlane, and Whittington

Policy Gaps and Opportunities

The research undertaken for this section of the report involved an extensive data scan, statistical analysis of the three localities, an assessment of COVD-19's local impacts, and an analysis of relevant local policies, plans, and programs relevant to Corio, Norlane, and Whittington. Our findings from this work highlight some issues for particular and perhaps urgent attention. It is worth noting that the research process was cumulative, and the issues outlined below were identified prior to the next phase of research (consultations with community organisations). Listed by Practice Domain, they include:

Education

- Improve digital inclusion (encompassing access, affordability, and literacy) in areas with limited access to affordable technology, broadband, and devices, and limited digital skills. This could occur via schools or other educational and training settings (community centres, libraries), or via direct grants (*Smart City Strategic Framework*, City of Greater Geelong, 2020b).
- *Kareenga Aboriginal Action Plan* (City of Greater Geelong, 2014–2017): this plan has a specific focus on addressing the challenges faced by Aboriginal people in Geelong, especially service access, mobility, and the cultural sensitivity of curriculum. Specifically, there are lower attendances (in general) of Aboriginal students at local schools, and there is a need to provide transport and culturally appropriate services for both early years education and schools.

Employment

- Revitalise industrial precincts and execute strategies for economic growth in the region's north (Council Plan, City of Greater Geelong, 2018–2022b).
- The RISE and GROW programs, supported by CoGG/G21, assist jobseekers into training and employment in growth sectors, and connect them with local employers. Both can usefully be extended beyond their current scale, in the case of RISE, focusing on the construction sector.
- Specific support for Aboriginal people (who are concentrated in these three localities).

Health and Wellbeing

- Full development of the NACH Northern Aquatic and Community Hub in Norlane (Municipal Public Health and Well-being Plan, City of Greater Geelong, 2018–2021)
- Further and urgent action needed to address family violence (*Health and Wellbeing Pillar Plan*, G21 Geelong Region Alliance, 2017–2021), along with action to address food security issues (including building capacity of existing programs in the three localities).

Housing

- Densification and renewal possibilities adjacent to key railway stations (North Shore and North Geelong) to capitalise on the continued upgrade of the rail connection to Melbourne (and therefore commuting), and around the area adjacent to the bay. Investigations more likely to lead to change for North Geelong, owing to conflicts with other uses in North Shore (*Settlement Strategy*, City of Greater Geelong, 2020a).
- Council to contribute to continued urban revitalisation in Corio, Norlane, and Whittington in partnership with State Government (*Social Housing Policy*, City of Greater Geelong, 2020–2041).
- Improve streetscapes and neighbourhood character through a "greening approach" (*Corio-Norlane Structure Plan*, City of Greater Geelong Department of Planning and Community Development, 2012).

Liveability

On paper at least, social infrastructure for the three localities initially looks adequate, or at least not obviously wanting. CoGG's *Social Infrastructure Plan* 2020– 2023 also anticipates modest improvements in recreational facilities across these suburbs.

However, a more detailed examination of the current facilities, against benchmark guidelines – with raw data provided by CoGG – indicates some key infrastructure gaps. There is a complete lack of onsite police and ambulance service facilities in all three localities; while these are not for CoGG to provide, this is nevertheless an identifiable gap. For Corio, gaps include the absence of four-year-old kinder places and a men's shed. For Norlane, there are gaps in occasional day-care places. The list is far longer for Whittington, which is evidently short of four-year-old kinder spaces, multipurpose community rooms, indoor sports facilities, netball courts, occasional care places, a senior citizens' centre, BMX park, and facilities for soccer, tennis, and young people.

While kinder and occasional care may be available in adjacent areas, there is still an evident local shortage. Given the mobility challenges these communities face, having these early years services located within these actual suburbs seems important. Dedicated disability and Aboriginal access and inclusion programs are also needed in the three localities. The *Corio Norlane Structure Plan* notes:

> Current service provision has both gaps and duplications, and the infrastructure is often ageing or insufficient. Access to services is compromised by a lack of public transport and the absence of outreach models.

The plan recommends the development of a Corio-Norlane Social Infrastructure Plan, which would include an audit of existing private, public health, and community services, and map these against demand and need (CoGG Department of Planning and Community Development, 2012, p. 30, 31).

Closer examination thus points to significant gaps in provision of basic social infrastructure, particularly in Whittington, but also Corio and Norlane. Given the significant levels of disadvantage in these suburbs, CoGG should systematically investigate and prioritise addressing unmet social infrastructure needs.

Several document express general and specific policy concerns around safety, including family violence. These include the *Municipal Health and Well-being Plan* (CoGG, 2018–2021), the *Council Plan* (CoGG, 2018–2022b) and the dedicated *Strategic Plan to Prevent and Address Violence against Women and Children* (CoGG, 2016–2020). Other community entities are also working to prevent and ameliorate family violence, but the rates in Corio, Norlane, and Whittington remain distressingly high. A G21 group is working on a revised plan to address family violence (*Respect 2040*), but existing policies, actions, and needs in these three localities need to be reviewed and revised in the light of this ongoing catastrophe.

For communities facing place-based stigma, there is an urgent need to foster pride in place. Options include community arts projects and neighbourhood greening (*Corio Norlane Structure Plan,* CoGG, 2012). This could involve enhancing local sense of place by recognising and sharing collective heritage via storytelling projects and artworks (*Council Plan,* CoGG, 2018–2022b). For example, Corio is one of first "Garden Suburbs" to be built in Australia and could be celebrated as such. The area's Indigenous heritage and the contribution of local workers to Australia's auto industry could be better recognised via place and street names as well as public art (*Kareenga Aboriginal Action Plan,* CoGG, 2014–2017). Any new artworks would have to align with the City's *Public Art Strategy* (CoGG, 2013).

7.5 Preliminary Suggestions

Reviewing data on the impacts of COVID-19 in Australia, we know that unemployment rose dramatically, with several particularly hard-hit sectors (tourism, accommodation, hospitality, the arts, and personal service) and social groups (including the young, women, and single parents). We also know that communities affected by disadvantage tended to fare worse during crises, though the evidence for Corio, Norlane, and Whittington showed a variable pattern, perhaps related to the local dominance of occupations suddenly deemed "essential" during the pandemic. However, an initial fall in levels of local unemployment was followed by a significant rise. The issue of training and employment remains a fundamental one for these localities, despite successful existing programs such as GROW and RISE.

The shift to home schooling and increased reliance on digital delivery highlighted the problems faced by populations with low rates of digital inclusion, and the particular challenges faced by Indigenous, disabled, and CALD students. While some health services were successfully delivered remotely via telehealth, not all residents could access them. During the stress of COVID-19, domestic violence, mental health issues, and food insecurity may well have presented additional and serious challenges for both residents and services in these localities.

JobKeeper payments and the JobSeeker supplement evidently proved a lifeline for these communities, easing the impacts of unemployment and housing stress, while rental variations and mortgage holidays may have assisted a minority of residents. But the removal of these supports in late March 2021 highlights the vulnerability of these communities to housing stress and precarity, and we can expect the true scale of the impacts to emerge during the second half of 2021 and beyond. Finally, the pandemic circumscribed both daily living and mobility, and hence amplified both the demand and need for quality *local* services, spaces, facilities, parks, shops, and supports. The limited provision of quality, accessible social infrastructure in these areas has been highlighted by the challenges of 2020–2021.

The following general suggestions are sketched in light of the findings outlined in this section of the report. They also reflect key points that emerged in the subsequent and final research stage (see Section 8, Community Consultations).

- These three localities have already been extensively surveyed prior to this study. Corio-Norlane, for example, is an over consulted community, and has been the subject of many interventions to address a range of needs. While these initiatives have resulted in many positive outcomes, they have been insufficient to shift overall disadvantage levels. Short-term consultations have not led to ongoing engagement or realisation of long-term objectives. As one informant noted: "We are the community, and we are still here long after the experts have come and gone" (Resident conversation 16.2.21). There is thus a need for genuine and ongoing collaboration in developing and implementing any recommendations for change in the three localities. This is consistent with COGG's new *Community Engagement Policy*, introduced in February 2021 (CoGG, 2021b).
- In our interviews, key community sources who work with residents in the three localities emphasised the importance of taking a respectful, community-led, and sustainable approach to change. There was a clear and emphatic message that communities need to be resourced and empowered to generate solutions from within, rather than having outsiders impose top-down solutions. To be effective in meeting the community's needs, new initiatives also need to build on existing local knowledge, organisations, strengths, networks, and programs, rather than

attempting to start from scratch. There was also a consensus view that interventions need to be funded properly, with a view to long-term sustainability and capacity-building.

- To appropriately ground the research and its Recommendations, we suggest that CoGG engage in a consultation and collaboration project to "test" and refine the findings and Recommendations of this report, working directly with communities in the three localities. This would involve co-designing the development, implementation, and evaluation of programs with community members.

Implementation

- As noted above, public fora and ongoing consultation/collaboration mechanisms need to be established with communities in all three localities to test any proposed initiatives and Recommendations, shape program development, secure buy-in, and enable program realisation. These mechanisms must support active participation by community members and enable residents to play a central role in shaping programs.
- The City of Greater Geelong previously had place-based community development workers. These roles have now gone, and perhaps should be revisited.

These suggestions can usefully be linked to some of the initiatives profiled in Part A of this report. The programs, models, programs, and approaches discussed in our Case Studies offer an array of options and ideas for ameliorating disadvantage (Section 5). The Case Studies are not intended to present an exhaustive list of approaches, nor a set of off-the-shelf solutions, but rather a diverse spectrum of examples that could inform the development of locally tailored programs in the three localities. Table 7.16 (below) maps our Case Studies against the five Practice Domains and local indicators of disadvantage that have been highlighted or exacerbated by COVID-19. (For a list of all the Case Studies, mapped against their main and secondary Practice Domains, see Appendix B.

Practice Domain	Indicator of Disadvantage	Possible Models and Ideas (Case Studies, Section 5)
EMPLOY-MENT	High local unemployment	• Whittington Works (Geelong) • GROW (Geelong and G21, with Northern Futures) • Sustainable South Bronx Project (green jobs training, US) • Oslo Living Lab (green jobs training for youth, Norway) • Neighbourhood Renewal Geelong and VIC) • We Design For Life (RE:USE project, Denmark) • Best Babies Zone ("business development training", "financial literacy classes", US)
EDUC-ATION	Learning inequalities (early years)	• TBA North (Geelong, Corio-Norlane)
	Low Year 12 completion rates	• AIME (mentoring program for Indigenous and CALD students, nationwide)
	Low youth engagement in training and tertiary education	• AIME (as above) • Oslo Living Lab (green jobs training for youth, Norway) • We Design for Life (Denmark) • Skip Garden and Kitchen + Story Garden ("Learning Lunches", UK) • Sustainable South Bronx Project ("BEST Academy", "Intervine program", US)
	Low digital inclusion	• Digital Age Project (NSW)
HEALTH & WELL-BEING	Food insecurity, poor nutrition, and health inequalities	• Fawkner Commons (Melbourne) • Skip Garden and Kitchen + Story Garden (UK) • Nourishing Landscapes (France) • Best Babies Zone (USA) • Oslo Living Lab (rooftop garden and green jobs training for youth, Norway) • My Community Matters (UK)
	Loneliness and social isolation (especially post-COVID-19)	• Angel Next Door (Geelong + Australia-wide) • My Community Matters (UK) • Skip Garden and Kitchen + Story Garden (UK)

		• Digital Age Project (Regional NSW)
	Mental health challenges	• All Right? Post-disaster mental health campaign (Christchurch, NZ) • 10 Ideas Three Ventures (improving mental health for migrant youth, western metro Melbourne)
	Family violence	• Perpetrator Intervention Pilot + Don't Become That Man Program (South Australia)
	Limited physical activity	• Afghan Youth Girls Bike Skills Workshop (Bendigo, VIC) • Skip Garden and Kitchen + Story Garden ("Friday Night Out", UK) • Sustainable South Bronx Project (urban greening, new public parks, active transport infrastructure, US)
HOUS-ING (and related built environment)	High concentrations of poor-quality public housing	• Neighbourhood Renewal (Victoria and Geelong) • Broomhill Project (arts-led regeneration, UK)
	Lack of quality shared spaces for public housing tenants	• Oslo Living Lab (tactical urbanism, Norway) • Broomhill Project (arts-led regeneration, UK) • Skip Garden and Kitchen + Story Garden (UK)
	Homelessness	• Towards Home Plus (rough sleeper outreach, Geelong) • Perpetrator Intervention Pilot (family violence program, South Australia)
LIVE-ABILITY	Citizen engagement and community participation	• We Dundee (Scotland) • We Design for Life (Denmark) • Digital Age Project (Regional NSW) • Ten Ideas Three Ventures (western metro Melbourne) • Best Babies Zone ("Summer Block Party", US)

	Access to creative activities, the arts, and community events	• Shutterbugs + I Heart Maryborough (community photography, VIC) • Broomhill Project ("Broomhill Art Flat", UK) • Festival of Neighbourhoods (Canada) • TBA North ("Children's Choir", Geelong) • Ten Ideas Three Ventures ("Culture Party", western metro Melbourne) • The Skip Garden and Kitchen + Story Garden ("MAKE Workshops", UK) • Best Babies Zone ("Community Market", US) • My Community Matters ("Workshops", UK)
	Mobility, walkability, and neighbourhood safety	• Streets Ahead (Victoria) • Afghan Youth Girls Bike Skills Workshops (Bendigo) • Detroit City of Design Contest ("Safe and Walkable Neighbourhoods", "Prototypes", US) • Best Babies Zone ("East Oakland Innovators", US)
	Social connection	• Festival of Neighbourhoods (Canada) • Digital Age Project (Regional NSW) • Afghan Youth Girls Bike Skills Workshops (Bendigo) • Ten Ideas Three Ventures (western metro Melbourne) • Angel Next Door (Geelong + Australia-wide) • My Community Matters (UK) • Skip Garden and Kitchen + Story Garden (UK)
	Place stigma (negative stereotyping of areas)	• Shutterbugs + I heart Maryborough (VIC) • Broomhill Project (UK) • Festival of Neighbourhoods (Canada)
	Low neighbourhood amenity; lack of welcoming, high-quality, inclusive shared spaces; limited social infrastructure	• Sustainable South Bronx Project (urban greening, new public parks, active transport infrastructure, US) • Festival of Neighbourhoods (Canada) • We Design for Life (Denmark) • Oslo Living Lab (tactical urbanism, Norway) • My Community Matters ("community walkabouts", UK) • Best Babies Zone ("new community facilities", US) • Skip Garden and Kitchen + Story Garden (UK)

Table 7.16: Mapping Case Studies against Practice Domains and Need in Corio, Norlane, and Whittington

SECTION 8: Community Consultations

COVID-19 Impacts on Corio, Norlane, and Whittington

This section presents our findings from the final research phase of this study: consultations with local experts working in community-based roles across Corio, Norlane, and/or Whittington. In a series of in-depth interviews and a follow-up focus group (both conducted in March 2021), these key workers shared insights about residents' experiences of COVID-19, described the pandemic's local impacts, identified unmet needs in these communities, and suggested initiatives to improve quality of life in the three localities. This section of the report is structured as follows:

- Methodology
- Local Expert Interviews: COVID-19 Impacts and Community Responses
- Gap Analysis: Unmet Needs Revealed by the Pandemic
- Working with Local Communities: What is The Best Approach?
- Local Expert Focus Group
- Key Priorities and Proposed Interventions.

Methodology

Our consultations sought to address three of the project's guiding research questions (questions 6–8):

- How have "disadvantaged" communities in Geelong dealt with the pandemic?
- What factors facilitated local economic resilience and affirmed social cohesion?
- What interventions worked best, and what other approaches could have enhanced residents' experiences?

We first conducted a series of in-depth interviews in March 2021 with 12 key community experts whose organisations service the three localities. Ranging from 60–120 minutes, and conducted over Zoom, the interviews explored how local communities experienced COVID-19, how residents were impacted by the pandemic, what helped them get through the challenges of this time, gaps and unmet needs revealed by the crisis, and suggested priorities for action in each locality. Interview participants were also invited to comment on how the pandemic has impacted their own organisation. (Table 8.1, below, lists the participating organisations. For detailed descriptions of the participating organisations, see Appendix E.)

Interview participants responded to a combination of open-ended questions, and questions framed around specific issues and Practice Domains. Specific topics included: access to community services; health and wellbeing; crime and neighbourhood safety; employment; housing affordability; social and familial networks; civic engagement; education; income and employment; access to shops, recreational facility and cultural activities; and the physical environment of the neighbourhood.

Interview responses were captured through detailed field notes, which were then written up, collated, and shared amongst the research team. A combination of content analysis and thematic analysis was used to identify key themes, issues, and patterns. While not verbatim, the quotes presented in the remainder of this section are as close as possible to the respondents' original wording. Square brackets indicate where a word(s) has been inserted by the researchers to clarify meaning. Interview quotes have been de-identified and attributed by participant number (P1–P12).

Following the interviews, we convened a focus group and invited the same group of informants. Hosted by two members of the research team, the focus group took the form of a two-hour Zoom discussion held at the end of March 2021. The aim was to present key themes and findings that emerged from the interviews; to enable participants to clarify and elaborate on important points; and to explore how their ideas and suggestions might be progressed in collaboration with the City of Geelong. Six participants were able to attend the session. Findings from the focus group, participant organisations, and more detail on the methodology used for this part of the consultation are presented in Section 8.5.

8.2 Local Expert Interviews: COVID-19 Impacts and Community Responses

In this section we outline the negative and positive impacts of the pandemic on communities in Corio, Norlane, and Whittington, as described by key community workers in these localities. These findings are grouped under the five Practice Domains, with a tabulated summary presented at the end of this sub-section (Table 8.2). Our 12 interviewees represented the following organisations:

Role, Organisation, Area	Main Practice Domain(s)
Northern Futures (Norlane)	Employment and training
Department of Families, Fairness, and Housing (formerly DHHS)	Housing
Northern Bay College, (Corio-Norlane)	Education
Gforce Employment Services	Employment
Norlane Community Centre	Liveability, Health and Wellbeing
Cloverdale Community Centre (Corio)	Liveability, Health and Wellbeing
Whittington Primary School	Education
GROW (Geelong-wide)	Employment
Barwon Health North	Health
Encompass Community Services (Whittington)	Liveability, Employment, Health and Wellbeing
Norlane Community Initiatives	Health, Liveability
Diversitat	Liveability

Table 8.1: Organisations of Interview Participants and their Main Practice Domains

Negative Community Impacts of COVID-19

The interviewees reflected on the experience of the community over the past twelve months and the impact of the COVID-19 pandemic. In common with many Australian communities, existing or entrenched issues for the community were amplified or compounded by the challenges posed by the pandemic. The history of this community was also acknowledged to be an important contextual factor, in regard to both the recent past (for example, a damaging cyber-attack on a local health provider) and longer-term trends (demographic changes).

> Every pre-existing issue was exacerbated – What was wrong got wronger. (P8)

Employment

Despite widespread upheaval to the Australian job market, the pandemic was not perceived to have made a significant impact on existing unemployment in the community. Many of the people these agencies worked with were already unemployed, or carers, or receiving benefits and so their situation was unaffected. There was a negative impact on the availability of traineeships and placements for those in training courses, and this effected their ability to complete them as well as their ready success in finding employment on their completion. There was also the extra challenge of completing these programs online, with the lack of face-to-face networking during remote learning removing the group solidarity and peer support that usually accompanies these programs.

However, volunteer employment was significantly impacted during 2020, as these workers were not considered "essential" and therefore became disengaged from their usual roles. Some of the agencies depend heavily on their volunteer workforce, and this consequence of the pandemic reduced their ability to offer services and support.

> We had to stop using our volunteers and cut down to core staff … We're not sure what will happen with a lot of our volunteers … Some were very keen to get back into things. But we may lose some of our volunteers because of COVID (P11)

Education

Negative impacts on education were reported from the youngest community members to the adult population. Children born during the pandemic (so called "COVID babies") and pre-school children missed out on socialisation opportunities due to the social distancing restrictions. While many early childhood education centres remained open, these children did not have the opportunity to learn through play with relatives during mothers' groups or at the local playground.

The education of school-age children was noted to be profoundly affected by the pandemic, due to the shift to online learning and loss of social interaction with peers. Some interviewees described incidents of disengagement from education, particularly for vulnerable young people such as those from culturally and linguistically diverse (CALD) or Indigenous communities, children with disability and those experiencing digital exclusion. In some cases, this led to young people dropping out of formal education altogether. Adult learners were also described as struggling with changes to their educational experience. This was particularly true for people returning to study after an extended break, whose routines and networks were not firmly established.

> With our RTO the classes went online [during COVID], and some students struggled to handle that transition (P10).

Housing

One key reported housing impact of COVID-19 on local communities was the enforced use of home environments not well equipped for habitation by multiple residents around the clock. Due to unemployment or other disruptions some people returned to live in family homes they had left before the pandemic, and not all household environments were conducive to home schooling or working.

> During COVID everyone needed to self-isolate at home. But the homes around here have poor heating and cooling, poor insulation, thin walls (P11).

These changes also had a knock-on effect on family dynamics: for example, older children were drawn into caring for young siblings while parents worked from home. In some cases, these problems with the home environment contributed to community disharmony by increasing friction between family or household members and neighbours.

> Anecdotally I heard stories about tensions and problems while people were shut in together at home (P11).

More broadly, interviewees reported that the pandemic has highlighted existing problems with housing stress, precarity, and affordability. These suburbs are currently undergoing a process of gentrification due to in-migration of people from Melbourne and other centres, and while this had begun prior to the pandemic, it has accelerated as both urban dwellers and property speculators are drawn to the area's relatively low prices. The local housing market is described as having "gone berserk" in the past year, leading to decreasing affordability and further exclusion and marginalisation of existing residents on lower incomes.

The Federal Government's JobSeeker Coronavirus Subsidy and JobKeeper payments were seen as vital policy responses that have helped to protect local communities from the economic fallout of the pandemic. However, our informants noted that this additional financial support masked the true economic impacts of COVID-19 on low-income residents. The cessation of these payments in late March 2021 was expected to have a significant negative impact on local housing stress and economic precarity in the second half of 2021 and beyond.

Health and Wellbeing

COVID-19's impacts on community health and wellbeing was the most common theme that arose in our interviews. Family violence was frequently mentioned as a crucial issue and was perceived to have increased significantly during the pandemic. The shutdown of some agencies reduced the availability of safe community spaces for women and children experiencing family violence, while enforced time at home and amplified stress levels were perceived to have led to an increase in the prevalence.

Social isolation was also frequently discussed. While this impacted all members of the community it was acknowledged that some groups were particularly vulnerable to its negative effects (including people with disability, those at both ends of the lifespan, single households, CALD communities, women, and digitally excluded groups):

> For people with disability, that sense of isolation increased 500-fold. For some of our clients, we are the only regular human contact they have. (P10)

Closely linked to this theme was a deeply negative observed impact on the mental health and wellbeing of the community. Community members only had access to shrunken or limited social networks and were unable to access wellbeing resources outside the local area. There was also a loss of opportunities to engage in spontaneous or unstructured community activities and connection, which are often the hallmarks of fun, playful and pleasurable wellbeing supports.

Reported mental health issues centred on exacerbation of already high-prevalence conditions (anxiety and depression), along with elevated levels of general distress. Community members were described as experiencing increased stress, loneliness, poor motivation, and feelings of being overwhelmed. Mental and cognitive exhaustion was also described as an issue for both service providers and community

members, particularly as social distancing and lockdown dragged on for months. Long-established routines and ways of working were completely disrupted, virtually overnight, meaning everyone was drawing on significantly more cognitive reserves to participate in daily activities.

> There was so just much uncertainty. There was a lot of anxiety, isolation, depression, fear… COVID had a huge impact on mental health and wellbeing for our staff too. Everyone is exhausted (P10).

For residents with emerging or existing health problems, the pandemic was perceived to have resulted in missed opportunities for early intervention, missed medical appointments, and poorer patient outcomes. Barriers to accessing services led to health problems becoming more visible to the community, as the people effected spending more time in their immediate local area. One exception to this pattern was people experiencing homelessness, many of whom were housed temporarily in hotels as a public health measure. Community members were unable to access their usual healthcare supports, and while telehealth enabled some people to stay connected, not everyone had the resources, skills, or knowledge to utilise this medium.

> Telehealth wasn't really an option for many people. Some didn't understand what that meant. Not everyone has a smartphone or a computer (P11).

Communication gaps and problems were highlighted as a significant barrier to informing the community about COVID-safe practices. Interviewees described how the spread of misinformation and conspiracy theories prevented some people from complying with health directives, while a lack of accessible translated materials precluded CALD communities from receiving accurate and timely information. As access to healthcare services became more restricted, there was an increased focus on acuity at the expense of health maintenance, promotion, and prevention support. In addition, many community members were prevented from practicing healthy self-management strategies (such as walking and swimming) due to social distancing restrictions and facility shutdowns.

Increased food insecurity became a major issue during the pandemic, as community members were less able to easily access nutritious and fresh food. Some vulnerable community members became dependant on others for shopping and meal preparation, and increased stress led to greater use of "quick and easy" options. "Welfare saturation" also became a problem, as well-meaning people from better-resourced communities donated large amounts of unhealthy, inappropriate, or unsuitable items to local food banks for passive distribution.

> There was also a real welfare saturation. Around 12 or 13 organisations started piling food into our neighbourhood via foodbanks. But it was all expired or weird [unfamiliar] food. Not healthy, not fresh. Highly processed. It wasn't an empowering approach. It reinforced welfare dependency (P11).

> You cannot buy fresh fruit and vegies [in this area], and there's a limit on how much you can carry home [from another suburb]" (P11).

Echoing our findings around education, newly established health services (such as Northern Health) were perceived to be less effective during the pandemic. This was attributed to their lack of established presence or relationships with the local community. This emphasised the fundamental role of local relationship-building to mobilise support and resources, particularly in times of crisis.

Liveability

In Victoria the most intense phase of the pandemic occurred over the winter months, when community members were already less likely to be engaging in activities outdoors. Mandated confinement in poorly ventilated environments potentially increased the risk of COVID transmission, physical and mental inactivity, and social isolation. The community's pandemic experience was also embedded within deeper time contexts related to seasons and yearly events. Agencies identified Christmas as a particularly vulnerable time and put extra support in place to ensure community members who normally participate in this celebration were not left out.

The biggest liveability issue identified by our interviewees was poor or completely lacking digital engagement/connection. Digital exclusion is evidently a major issue in these localities, and was understood to comprise of multiple factors, including a lack of digital literacy, limited access to digital technologies and platforms, and affordability issues around both data allowances and equipment. These barriers meant many community members were unable to access important public health information, connect with services, remain connected to friends and family living outside the area, or apply for some of the support initiatives (such as the energy allowance) offered by State and Federal governments.

> There was a loss of connection to one another. This area has low digital inclusion, and low accessibility. If people did have connectivity, they couldn't rely on it. Affordability is an issue for a lot of people. And some have missed the boat on new technologies. It's too hard, they don't have the headspace for it (P11).

Most public facilities (including service agencies, retail, and recreational facilities) were closed for months during the pandemic due to social distancing and public health orders. As foot traffic reduced and movement was restricted, many local streets and public spaces became virtually deserted. Interviewees commented on the psychosocial impact of usually busy public spaces being empty, which increased perceptions of them being uninviting and unsafe ("People were scared to go out" – P1). The closure of many facilities also seemed to focus attention on their quality and role in the community, with some interviewees asserting the pandemic had revealed how outdated or dilapidated they were.

Many community members have no access to private transport (cars) and are therefore highly dependent on public transport. However, public transport was understood to be a high-risk setting for COVID transmission, so many residents (particularly those in vulnerable groups) were reluctant to use these services. This significantly reduced people's ability to access resources outside the immediate area, further reducing access to supports that enhance their quality of life. One interviewee emphasised the impact of restricted mobility, describing Whittington as a "closed ghetto" with limited connections to surrounding areas, or access to public transport routes.

Positive Community Impacts of COVID-19

While this was less prevalent in the data, interviewees also identified positive or enhanced outcomes for resident communities across all five Practice Domains during the pandemic. Some of these positive consequences represent the "flip side" of the negative impacts described above, reflecting the community's response to these challenges. An overarching theme was the way the community leveraged pre-existing resilience, developed from years of experience with disadvantage. Our interviewees observed that many residents already had the skills needed to meet the challenges of the pandemic, while other Victorians "found out what it was like to live limited lives."

Employment

The JobKeeper payment and JobSeeker Coronavirus Supplement were cited by many interviewees as key supports to the community during the pandemic, preventing residents from experiencing severe financial stress and enabling local organisations and businesses to stay afloat. For many, the additional payments provided a higher level of income than they previously had. Some of this extra income was reported to be invested in longer-term needs (such as computers, sporting equipment, training, or education), while other residents used it to meet immediate needs (such as food). Despite one interviewee wondering whether these payments could potentially act as a disincentive to job-seeking for some people, our informants expressed deep concern about their imminent cessation.

Several interviewees also reported an increase in employment opportunities for residents in "essential" service roles, such as cleaning, take away food delivery, aged care, health and COVID-testing, transport, and logistics. While the longevity of these positions remains uncertain, this increase in work opportunities reportedly increased the financial resources available in the community, provided first jobs for young people, raised the status of jobs that had long been done by residents in these areas, and supported older workers to continue their careers.

Education

The development of greater digital (and other literacy-related) skills was identified as a primary positive community outcome for some residents during the pandemic. For people who had access to appropriate and affordable infrastructure and connectivity, the enforced shift online enabled them to develop new digital literacy skills and broaden their networks significantly, extending their engagement well beyond their usual geographic boundaries. One interviewee also described how general literacy improved as young people spent more time communicating online with their teachers.

> What I saw was an amazing improvement of what and how the students wrote, they got more sophisticated as time went on and they wrote more (P3).

Housing

While some built environments were neglected during the pandemic, becoming more rundown as a result, interviewees also reported that changes to daily routine allowed some people to complete maintenance and repairs jobs they previously could not find time for. Some public housing was also upgraded during the extended lockdown, as tradespeople were considered an "essential" service, and were able to continue their employment. Being largely confined to the home environment also led to creative solutions in some cases, with new perspectives emerging on the use of space for work and play.

Health and Wellbeing

Despite the significant impact of increased social isolation, our interviews also uncovered examples of informal neighbourhood socialisation and the development of stronger connections to place during the peak stage of COVID-19. As restrictions have lifted, interviewees have noticed that some community members have become more eager to participate in shared activities:

> We had four people in our ukulele class before lockdown, and now we have 16. People are craving connection (P6).

The closure of certain facilities was also said to have a positive impact on health and wellbeing, with gambling decreasing as "pokies" venues closed their doors. Social distancing requirements and lockdowns also provided a rare opportunity for services to make systemic and responsive changes to their service delivery approaches. Many agencies adopted more proactive models of outreach (including practical support like delivering equipment, resources, and masks) and built or adopted new platforms for client communication and service delivery.

> Our yoga and dance activities (NDIS) went online too (P10).

Along with these agency and service innovations, many interviewees reflected on the growth of peer support via ad hoc initiatives developed by residents themselves. Grassroots initiatives established or amplified during the pandemic included the preparation and dissemination of food parcels and hot meals, establishment of safe places, the use of community gardens, online communities of practice, and informal mental health supports. A tangible sense of "community spirit" was also observed in some instances, for example in community efforts to defuse tensions and prevent reprisals in the wake of a violent event (a stabbing that occurred in the local area).

The interviews also reported a fairly cohesive and unified community response to public health directives and new rules introduced to prevent COVID-19 transmission. There was a general willingness to work together against this common "enemy", and effort was invested in adapting to rapid changes and increased regulation on daily life. In the latter months of 2020, as restrictions lifted, agencies and services established COVID-safe practices to enable re-engagement and recommencement of services.

> Norlane has a very strong community. It really met the challenge of COVID head-on (P11).

However, there were mixed reports about effective integration between different welfare and service agencies during the pandemic. There were some impressive examples of resources being pooled, for example to ensure that comprehensive information was made available to people across the northern suburbs via a special online edition of *Northerly Aspects*. Some interviewees perceived a high degree of cooperation and collaboration between agencies to meet community needs. However, others described a more fragmentary approach, including a lack of knowledge about who was providing what and where, and residents feeling overwhelmed by the need to self-manage relationships with multiple agencies.

Liveability

For digitally included residents, the shift of many community activities and groups online during COVID-19 presented new opportunities to engage. Online initiatives that contributed to community life included arts and cultural events, education and training, workshops, and fitness support. Residents no longer needed to travel out of their area to access these resources, and many online offerings were available free of charge for those with the necessary data, know-how, and equipment.

> You could see world class musicians giving their skills out for free. It exposed the community to new things and opened the world up to them (P6).

Another positive consequence of the pandemic was increased recognition and appreciation of a resident group that is often stigmatised or viewed as problematic. Young people, who were understood to be at lower risk from COVID-19, made an important social contribution to community life and the wellbeing of more vulnerable residents, taking on responsibility for activities such as shopping.

Table 8.2 (below) below presents a summary of the COVID-19 pandemic's negative and positive impacts for communities in Corio, Norlane, and Whittington. Impacts are grouped by Practice Domain.

Practice Domain	Positive Impacts	Negative Impacts
Employment	• JobKeeper payments and JobSeeker supplement a significant support (albeit temporary) • More employment opportunities in locally prevalent essential service roles	• Loss of volunteer workforce engagement • Limited traineeships and placements
Education	• Opportunities for improved digital literacy and access	• Loss of socialisation and group learning for children and young people • Disengagement from formal education • Additional challenges for adult learners
Housing	• More time for maintenance and repair of built environments (for some residents)	• Inadequate or unsafe home environments (overcrowding, low quality amenities) • Increased family violence, resident tensions, and inter-household conflict
Health and Wellbeing	• Greater motivation to create and maintain formal and informal connections after lockdowns • Reduced access to gambling venues • Opportunity to rapidly make transformative service changes • Development of grassroots/peer supports • United community response to public health directives • New & expanded food security programs	• Increased family violence, social isolation, and mental health problems. • Disrupted medical screening/diagnostics, chronic disease management, and health promotion activities • Telehealth not available/accessible to all • Communication problems for public health messaging • Increased food insecurity • New services struggled to gain traction and build relationships
Liveability	• More opportunities to access non-local resources and services (for more digitally included residents) • Young people made important contribution helping vulnerable residents	• Lockdowns and restrictions compounded by challenges of winter months • Digital exclusion impacted many • Psychosocial impact of empty or rundown public spaces and shops • Limited access to integrated transport

Table 8.2: Summary: Positive and Negative Community Impacts of COVID-19 in Corio, Norlane, & Whittington

8.3 Gap Analysis: Unmet Needs Revealed by COVID-19

Our interviews also explored gaps and unmet needs that the pandemic highlighted or exacerbated. Findings are summarised below, grouped under the five Practice Domains.

Employment

Perhaps ironically for suburbs with historically high unemployment, sectors where many residents are employed suddenly faced much higher demand. This usual gap initially shrank, only to re-open as the economy recovered and the health emergency lessened:

> [Unemployment] was masked as families worked in essential services – cleaning, transport and logistics and aged care – and there was lots of this work around… We had people doing cleaning courses and got their first employment for years, some for ever! Same with aged care workers and others in high demand areas like transport and logistics (P3).

But another respondent noted that gaps in employment remained in these areas, especially for the young and those with a lived experience of disability:

> The number of people not in a job continued to be an issue, though we still don't know who needs work, we only know who is on the unemployment benefit, and this is a misleading number. We have 4 500 on our case load list but only half of these are on Job Active, others are carers, disabled who would like work and can't get it but don't qualify for additional benefits. There were jobs particularly impacted – entry level hospitality, cleaning all disappeared. This effected young people especially (P4).

Ongoing issues around employment were highlighted, and expected to get worse:

> Unemployment is crap in this area, and it will only get worse with JobKeeper going (P6).

> Anyone with a barrier was now further disadvantaged. Those who lost jobs got the ones that remained… If you weren't ready to work there were few opportunities, then they disappeared (P8).

Education

COVID-19's major impact on education was school closures (except for children of "essential workers") and subsequent forced shift of learning activities online. This was eventually supported by the Department of Education providing tablets, and led to some heroic efforts to deliver materials and stay connected with students by the schools in the areas. But some additional gaps were exposed during this experience, particularly the relatively low levels of education amongst local parents:

> The level of adult education is a challenge: [it] limited the amount of help [parents] could give. So we gave lots of detail in our [home-schooling] packages, and some settling and reassurance for parents to support their kids at home, especially in establishing a routine and with discipline. Some kids held their own and some fell back and did not engage despite our efforts (P7).

The pandemic also exposed and amplified gaps for particular cohorts:

> The community is rich and has vulnerability. It presents specific challenges. For example, the school has 100 ATSI students, 140 with a disability, and one third are from CALD backgrounds. So we need dedicated programs for all of them. How do we give voice to this diversity? (P3)

Housing

During the first wave of the pandemic, rough sleepers were taken off the streets and placed in hotels and other temporary accommodation. But as several informants noted, this gap has already re-opened:

> Homelessness was "solved" via hotels and support. Now it is over, what happens to them? Support meant the problem "disappeared" (P1).

These three localities also have a predominance of older public housing units, and a high proportion of people under housing stress as local rents and prices rise. Existing housing precarity was intensified during the pandemic. Our interviews highlighted the prevalence of secondary homelessness in these suburbs, with people couch-surfing or living in severely overcrowded dwellings. Many homes are also small and increasingly run down. These issues were present before the pandemic but were exacerbated as people were ordered to remain at home, often with large numbers of people sharing cramped conditions. Tensions were not just internal to the house, but could spill out:

> There was more stress from working from home. Many had anxiety and were increasingly feeling unsafe… Houses were often unsuitable for people trying to work at home and…things like shared bedrooms became more of an issue, along with sleeping on the couch. Not too bad if you could leave every day, but during this time you couldn't (P1).

> With everyone stuck at home, there was increased capacity for conflict with neighbours (P11).

Health and Wellbeing

As community service agencies were closed down or shifted online, there was a rise in anxiety levels across the three suburbs. The loss of face-to-face contact was felt acutely by many residents. The shutdowns also exacerbated and exposed the gaps in some key health services, especially around mental health and drug and alcohol support. As one informant noted:

> The gap is in drug and alcohol help. You couldn't see the workers [to get] face to face help (P7).

Food insecurity was another problem that worsened during COVID-19. Residents faced increased barriers in accessing and affording healthy food. This difficulty was heightened by digital exclusion, lack of transport options, anxieties around health risks, and mobility restrictions. As one person explained:

> There are no proper supermarkets in Norlane. You cannot buy fresh fruit and vegies, and there's a limit on how much you can carry home [from another suburb]. There are some small dodgy supermarkets where you can buy a couple of potatoes, but that's it. It got even worse during COVID. And most Norlane residents don't have access to online shopping (P11).

These barriers in accessing quality food were echoed in other areas of health and wellbeing:

> Access to services was difficult, the doctor, food, groceries. Just getting all these things within five kilometres was a mission in itself, especially with no car. You had to walk or get the bus and that was stressful. This created a food challenge; it forced a nutrition challenge as people ate poorly (P7).

Liveability

In our interviews the most oft-cited gap was around digital inclusion, an aspect of social inclusion that includes access, affordability, and ability. While digital exclusion was an existing problem in these localities before the pandemic, the situation was heightened by home schooling, work-from-home directives, restrictions on movement, and the shift of many services online during COVID-19. As one service provider noted:

> There was a loss of connection to one another. This area has low digital inclusion, and low accessibility. If people did have connectivity, they couldn't rely on it. Affordability is an issue for a lot of people. And some have missed the boat on new technologies. It's too hard, they don't have the headspace for it (P11).

Digital exclusion impacted not only education, work, and social connection during the pandemic, but also service access and delivery. Affordability, particularly around data costs, was one identified barrier:

> There were many examples of people not being able to access their GPs. There was telehealth, and most people had a phone or a screen and for them it worked, but for others they did not always have enough data (P9).

Interviewees noted that the local Lions Club does recondition and distribute old computers, but said more initiatives of this type are needed to address barriers around access and affordability. Lack of both program continuity and integrated responses was also perceived to be a problem. Prior to the pandemic, local digital inclusion programs were reportedly started, but apparently did not continue:

> CoGG should finish what it started – getting people connected on the net. (P1)

Digital ability – an aspect of digital inclusion that encompasses skills, confidence, online activities, and attitudes – was another reported gap, with some community workers and residents alike unable or reluctant to engage digitally:

> Going online made it really difficult. Some [staff] were pro-active and reached out to clients – some actually drove to a house and called from their car out the front. But others did not. Most [residents] have a phone and could do it, but they did not necessarily. Services had to reach out to them. (P8)

Social Connection

While many interviewees mentioned the strength and resilience of local communities during the pandemic, they also lamented the erosion of community spirit and connection:

> Back in the day there was more of a community in Norlane. On a hot summer's night, people would turn their TV around in their windows and kids would go outside on blankets and the adults would sit on the fences and talk to each other. Everyone felt safe. We need this feeling back… (P1)

The pandemic also increased social isolation. While some residents are clearly eager to reconnect with people in their communities, for others these broken connections seem likely to persist:

> Some young people won't go back to sport (P8).

COVID-19 also brought some unexpected pluses and mixed blessings, for example, in the closure of gambling venues:

> The pokies closing had some positives and negatives – it meant that some people found their lives again, got their lives back. But these were also some of the few safe spaces [some people had]. Gambling is a huge issue in these areas (P8).

The crisis also highlighted gaps in the provision of services. Not all these gaps were a result of service closures or digital exclusion; some point to more ingrained problems, including perceived inaction, unmet needs, and a lack of coordination between agencies.

> [We didn't have] any real awareness of other organisations helping out. We had to fill the gap. Agencies were offering services, but they did not contact us (P7).

> Salvos with their "Church in a Bag" were great. Aviary was doing food deliveries. Fort [fOrT Youth Centre] saved people. Schools eventually did a great job. Council didn't do a thing (P8).

Some interviewees said COVID-19 highlighted poor local facilities, a shortage of inclusive public spaces, and a lack of quality infrastructure and entertainment options, such as picture theatres:

> We need more local facilities, so people don't have to leave [the area] to go to the pictures, for example. You have to go outside the area to get anything decent and that is not right (P1).

They also identified gaps for particular for sub-groups in the area:

> Local Muslims do not have a place, [they] have to go to Dandenong or across Geelong. We need to sponsor this and other groups that don't have a home (P3).

Several respondents also mentioned the low quality of local shopping strips, and shared ideas on how to activate and improve them:

> There are gaps in places like Labuan Square and other shopping strips, every second shop is closed or boarded up. Give free rent for a year, landscape the areas and bring people in (P4).

> Hughes Street [shops] near Bell Park was very busy and shows the need for the right mix of retailers or social entrepreneurs. Give people who are disconnected from work a chance to breathe life into those areas and build skills up over the years with a longer-term strategy (P4).

Finally, an over-arching concern that arose repeatedly during interviews was the perception that residents lacked a voice, and that their concerns were not being registered politically. There was a unanimous view that community members are not currently being taken seriously, trusted, valued, or given opportunities and support to be actively involved in decisions that affect them:

> The community does not have a voice. Don't get externals to ask the community "What do you need or want?" People like Di Pont sat at the kitchen table with people, but they didn't have anything to say, as they had no confidence or belief that their views mattered. None of the service CEOs or main people live in the area. But they have to engage with the locals who are so disempowered. We need to know how to mobilise their confidence (P8).

> [The] Corio-Norlane Action Plan had community members who became and were recognised and treated as valued members. Locals were being listened to (P8).

8.4 Working with Local Communities: What is the Best Approach?

Our informants were asked to suggest initiatives and identify priorities to improve life for residents in the three localities. They also shared knowledge about their local community's unmet needs, including those highlighted or revealed by COVID-19, and suggestions for future initiatives.

One theme emerged very strongly: people told us that the way new community initiatives are approached is of equal if not greater importance than the initiatives themselves. This point was emphasised repeatedly, with participants presenting a clear picture of the approaches that should form the foundation of any future initiatives in these three localities. These approaches are summarised below, before being described in more detail:

- Listen. Build trust. Show respect.
- Recognise the community's ability to solve problems and design solutions. Support community confidence and empowerment.
- Build on existing strengths, programs, networks, capacities, people. Don't re-invent the wheel.
- Fund programs appropriately and sustainably.
- Plan for the long term. Support continuity. Finish what is started.
- Support collaboration (across organisations, sectors, levels of government)
- Provide more holistic/systemic approaches.

Our informants highlighted the critical need to listen to the community, to show respect, and in this way to build trust. For example, one participant explained:

> More than anything else, people [local residents] want to be listened to and respected. Listening is so important. Respecting people's dignity is so important. To show some empathy. People are really sick of talking and not being heard (P10).

Past practices had not always followed this approach, and informants argued that this needs to be avoided with the current project:

> We need to make sure that whatever comes out of this is what the community wants (P9).

Informants went on to argue that the community itself has the ability to solve its own problems and design solutions, if properly supported and given the opportunity to do so:

> We have missionaries come in and do tokenistic surveys whereas we want them to work alongside of us, work with and for community with us…. The answers are here and scattered, they just need to be brought together (P6).

Informants identified the need for a mechanism to bring ideas and resources together. They also emphasised that these communities needed to be empowered, community leadership supported, and top-down approaches avoided:

> [We need to create] opportunities for people to contribute to finding solutions themselves. Not top-down approaches – solutions that are inspired at the local level. Opportunities for people to have a local connection and feel empowered. More inclusive, citizen-led initiatives. There are lots of great people living in Norlane. We need to identify community leaders and support them. People are busy looking after their families [so you need to support them to contribute]. (P11)

Several informants provided examples of where a bottom-up approach was already occurring successfully in the community, for example in a local school that selected the teaching and learning approaches that best suited their particular community of students:

> Because of the huge level of disadvantage, we are offered lots, and only choose the ones that are relevant and best for us. We have to be strategic in our choices... We have moved from a welfare/deficit model to raising expectations. Some teachers left and that was fine. We have changed one of our core values to "resilience" (P7).

There was an agreed need to build on success stories, grow existing organisations (such as Neighbourhood Houses), back good ideas, and not "reinvent the wheel" (P2). Appropriate funding of local organisations is central to grow the community's capacity to problem-solve and design local solutions. Informants also identified a need to evaluate initiatives, and support those that deliver:

> There's been a lot of money spent on do-gooders [locally] and not a lot to show for it. They keep pouring money into some of these employment programs, and I don't think they work. Some of these programs are funded $12,000 per head [to place an individual in a job]… We guaranteed something like $2500 per head to get a person trained and employed. But we got turned down for that grant… [With] $500,000, we could probably employ around 70–80 people in real work, in a multitude of jobs. For example, we have two trucks that pick up [donated items], so we need truck drivers. We need customer service people (P10).

Some informants highlighted the need for long-term planning approaches to foster the continuity and sustainability of future initiatives within the three localities. A significant issue identified with past initiatives was the failure to finish what was started, something informants wanted to avoid with the current consultation process:

> When I came here 10 years ago there had been 80 consultation processes that all led nowhere (P9).

Finally, informants spoke of the need for a more collaborative and holistic approach to future initiatives. This included fostering collaboration between services (for example, Neighbourhood Houses and community centres), as well as service-based initiatives that took a more holistic, integrated, "one stop shop" approach. Respondents discussed several past initiatives that could have been more successful if they had not been targeted to a single issue.

The City of Greater Geelong (CoGG) was identified as a key player in supporting a collaborative and holistic approach between organisations, particularly around sharing knowledge, creating employment opportunities, and service delivery. For example, one informant suggested:

> [We need] kinder and day care within a community hub with the Coleman Foundation. We have strong government support. The missing piece is Council. It could include consulting rooms for GPs, mental health people, and adult education. The Department of Education owns The Link and an oval site… With the co-operation of the Council, they could make it all happen (P7).

8.5 Local Expert Focus Group

Building on our interviews with the 12 key local community workers, we invited our informants to participate in a follow-up focus group at the end of March. Key findings are outlined below. The focus group took the form of a two-hour Zoom discussion, and six organisations were able to attend (see Table 8.3, below). Due to the smaller number of attendees for this stage of the consultation process, we have not used participant numbers (e.g., P1, P2) to present the findings, as this would enable quotes to be too readily linked to an individual and the organisation they represent.

Organisation
GROW
Diversitat
Northern Bay College
Northern Futures
Norlane Community Initiatives
Encompass Community Services

Table 8.3: Organisations Attending the Expert Focus Group

The researchers began the session by giving a brief presentation of key findings from the interviews, and inviting further input and clarification. The focus group was then asked to address four questions, each of which was allocated 15 minutes of discussion time:

- In the light of the issues identified, and your ideas for interventions, to improve outcomes for residents: are there any other initiatives you would like to add?
- What are your ideas on how to make these things happen?
- How might you prioritise this list as Recommendations for CoGG?
- How can CoGG support you in working together to achieve these aims?

Participants first responded to key themes and findings from the interview data. This discussion confirmed that the overriding issue was the need for the communities in question to be trusted, respected, and listened to, and for community members to be granted genuine agency to guide the development of any future initiatives. Unanimously, this approach was seen as the fundamental first step before further action is taken. As they stated, "The community has the answers." Some quotes derived from the interviews confirm and enlarge upon on this point:

> People are really sick of talking and not being heard. Something has to happen afterwards – not just another talkfest, then nothing happens. There has to be an outcome. A real outcome.
>
> Long-term planning needs to be more of a priority.
>
> Investing in the community gives a sense of pride…Change the narrative of the place from being run-down and bereft…give it a better sense of self.

Next, the group addressed the four central questions in turn. Key points arising from these discussions are outlined below.

Question 1: In the light of the issues identified in the interviews, and your suggested interventions: Are there any other initiatives for improvement that you would like to add?

In response to this question, participants said there was a clear need to provide services and information "in place", and in a timely and accessible way. As one person noted:

> Sometimes getting into [central] Geelong can be too big a struggle, for whatever reason. And I just want to highlight the importance of having the place-based support…the importance of community houses. In the northern suburbs…we know that accessibility is an issue. So where are those places in the community where people can connect and get information, as well and get access to services?

Others expanded on the point that there had been multiple prior studies and engagements carried out in these communities, with mixed results – some good programs (such as Barwon Health North), and others that were not realised. Two points were stressed here:

- A community consultation and engagement process undertaken some years ago ("Inquiry by Design") was seen as inclusive and positive; and
- Many of the ideas that came out of that process – which were distilled in the Corio-Norlane Structure Plan, oversighted by the Corio-Norlane Community Advisory Board (CN-DAB) – could be revisited and updated.

As one participant observed:

> There were some incredible cross-sectoral ideas that were spawned in that document, potentially shovel-ready type ideas to run with at a time where the State Government is trying to hand out money to do job stimulus. I just think it saves having to research some of the things that are actually there. A really nice [idea] might be to just make sure that there is still traction to some of the [proposed initiatives] that were raised what must be close to ten years ago now.

And another:

> There was a lot of energy for it, and it brought together Vic Roads and the train – all the different sort of groups that actually have a space in the north. If something needed to be moved, shaped, changed, some of the ideas were grand and they were really good… People have used that document to lever, so I just wonder what the traction is for some of those initiatives now, rather than have to recreate them… People have said their comment, they've made their ideas, but they haven't seen it finished. It would be really lovely to modernise that and give it a 2021 feel, and see what needs to keep going.

One suggestion was to think of these projects as a "river of change", which people had fed into and which would continue to flow, with scope to also connect various streams together:

> I think it would be great to link it all up so that people feel like that they are being heard, and change is happening, and that they're involved in that change.

However also a cautionary note was sounded around CN-DAB not representing the community, as the advisory body is mainly populated by outsiders. Here, we heard reaffirmation of the need to ensure residents' voices were indeed present and genuinely heard:

> So I guess I'd love that to be reinstated, but actually not by people from outside the region.

The need to more actively include, listen to, and value the contributions of residents was taken up by others in a reflexive way, with one participant turning the lens on the current process:

> Picking [on] people around the table [today], where are the residents? And you know what? Residents would really appreciate a nice lunch. We get to go to lots of things, but even 50 bucks towards their petrol. Their time is as valuable as anybody's, and I would suggest in some ways more valuable for things like this. But how do they get to a meeting? How inclusive are the meetings? What's the point of a meeting? And I'm sure five neighbours sitting around a barbeque would come up with better ideas than I would ever think of, just because they know each other, they know the area, they know what their kids need, they know what their elderly parents need, they know what they need themselves. They see the issues around everything, every single day.

Another point that participants reinforced was the need to commit significant resources to any new initiatives, including support for existing and effective programs:

> Unless there's significant money to implement or to start working on these projects, it shouldn't even begin if it's going to go nowhere. And I'm not just talking $100,000, $200,000 kind of stuff. No, we're talking millions of dollars that could be utilised in really effective ways using the principles from the conversations from this group, and from the residents themselves, ground up – respecting what's already happening, supporting all the great programs that are already happening, identifying the strengths and really investing in stabilising those things and working on them.

Further ideas were put forward to improve and extend green and open spaces and upgrade physical environments, both within the three localities and in nearby areas accessible to residents. Specific sites mentioned in this discussion were Cowies Creek (Corio-Norlane), the St Helens area, and historic Osborne House/Osborne Park (the latter two being located the adjacent suburb of North Geelong):

> Improving all the environmental areas as much as possible or finding new ones would be great to add in and incorporate that into the built environment… making spaces beautiful and green.

Finally, while participants underlined the need to revisit past initiatives and build on existing knowledge, they were also open to learning from other Australian and global initiatives to address disadvantage:

> How do we really start to think outside the box on employment, on housing, and all the above [issues], looking at what some other neighbourhoods around the world have been trying, and bringing some of that learning and observations in as well? And I think fresh approaches are also very critical for people.

Question 2: What are your ideas on how to make these things happen?

In relation to funding existing or new programs, there was a suggestion to broaden the sources but also to urge governments to match fundraising by community groups, such as Encompass:

> For every dollar that Encompasses invested in that, if that – going forward, I don't expect anything retrospectively, but for every dollar we decide … invest on our own … if the government would actually go, "Okay, that's a really good initiative. We'll match your dollar."

The need was stressed here to build trust in the three locations, which takes time and ongoing commitment, primarily by the organisations and individuals delivering services:

> "seriously we'll invest time and effort for ten years." … the trust factor that you have to have with the area you go into is so important. We've been in Whittington on and off in different ways for probably nine years, ten years, and people I believe from the interaction with the residents, they now trust us. They know we're not going to pick up and go like everybody else did years ago.

This view was endorsed and expanded upon by others:

> It's more serious than just being around…It's showing a really clear investment of time, energy and money. It's different from just being a service that's available and I think that's really critical.

There was also a suggested need for more services and spaces that are inviting, inclusive, and respectful of all. This flows not only from the physical layout and amenities, but the attitudes of staff and others:

> People are welcome. Lots of little things happen that we didn't ever anticipate, but are just (I) use the word joyful", because they are. And not just for the residents, for our staff and our NDIS participants and for our volunteers and for grandmothers who come from Belmont, because it's got some cheap furniture. It's a whole lot of things and I also think it's attitude of the people working there. I'm sure … everybody would say the same. The staff they have working, whether it's Corio or Norlane or Whittington or wherever, they make such a difference.

Question 3: How would you prioritise this list as Recommendations for CoGG?

This question begged a prior one: namely what do these key persons see as the role of the City of Greater Geelong in these localities? The answer, initially at least, was surprising:

> CoGG in this… I find it really interesting because really, we don't need them. I'm just going to be provocative and say they're not actually needed. Their funds are needed, but they're not.

Another participant was quick to agree, and reflected again on the depth and longevity of their organisation's connection to the area:

> I'm not sure what CoGG would provide, because they'd be seen quite differently and separately. I mean we know that CoGG provides a whole lot of services now and we pay rates. It's kind of a transactional thing and so I'm not sure how CoGG would see themselves pulling anything together or offering something except to look at what has already happened, and look at what is happening, and give some support to increase the reach and the depth of what's happening now.

And again:

> We'll fix it! Everything's there already. The ideas are there. The people are there. The passion's there. The only thing that's missing is the money and the resources. I'm sure all of our organisations have areas [that] could be funded more, and that will just make significant impacts. I think at the moment we're all doing the best we can with what we've been given, and probably punching above our weight… If we had more resources and support, we could have a greater impact on what we're doing in our part of the world.

CoGG was seen as able to assist in particular ways, primarily through funding, but also importantly by enabling active collaboration with the residents:

> Well, the council could give back 50 percent of the rates they charge and so on to a group set up of residents or something like that, and they decide where money gets spent.

This notion of collaborating with residents was reaffirmed repeatedly:

> So, it's the people – I mean we need to shift to make it people ground up, and I think all of us around this circle here are very much on that mentality and already doing that people ground up kind of responses. We don't need any top-down stuff coming on in.

Also prevalent was the idea that solutions already existed, and merely needed to be understood, appreciated, and supported by CoGG. However, some particular organisations and models were seen as highly effective and worthy of expansion, with the support of the City:

> If we're looking to do some scalability, I look at the Northern Futures model… I watched a group of diverse people graduate from a Certificate, do some personal attendant care work, and I wonder – we've got the model. We need the resources to increase the number of people who benefit from those. Local accreditation and local certification of quality people…

There were also ideas for particular initiatives CoGG could provide or support to enhance the operation and service delivery of these organisations and in the three localities:

> Potentially where things could be helped is around drawing together data across our fields and being able to report on that to provide all of us with up-to-date information, some kind of dashboard system where we could log on or even for the public to be available – "These are some key [priority] areas and this is where things are moving or not moving." Traffic lights kind of stuff, or some way for us to be able to view what's happening and how well we're doing or what areas need uplifting at particular times. So it could be some kind of roadmap or dashboard or system where we can view that.

As one participant noted, such a dashboard would need to include indicators that were relevant and important to the community, not only to local government or other outsiders:

> That would be really important, that the community actually establishes the indicators of what they want to change, so that we're not establishing that for them. They actually say, "Well we want to change X, Y and Z", and then they measure the change against those indicators.

Informants also mentioned the challenge of coordinating the range of existing programs and initiatives in the three localities – the need to keep track of and even vet what was occurring, and what might occur, including new ideas coming in from outside:

> If we actually could control a little bit of those well-meaning but sometimes utterly misguided external people…

There was also a need for a mechanism to coordinate the work being done by different organisations, both within Council and across Greater Geelong, and to assume a "helicopter view" of what is occurring across the City, not just in one location:

> … internally there's no coordination around this topic anyway. So back in the day, there used to be a taskforce that met from all the divisions across council to talk about Corio Norlane, or the east, and it just meant – and I literally was at one of those meetings when someone said, "I'm planting trees" and the guy next to me said, "No, don't do that because I'm pulling up that road next week", and they had no way of coordinating their efforts.

The key question remained, however: what can CoGG do to facilitate better outcomes for communities in these three localities? The fundamental suggestion was for CoGG to engage genuinely with residents, not only on identifying their needs, but also on developing and assessing any proposed initiatives:

> I think for the council to actually not just do what you guys are doing, but perhaps actually go and take the time, and [it would] probably take them six months to actually have a look at the fantastic work that's going on in Norlane and Corio and Whittington… To actually get a feel for it so they understand, they're not just reading it or seeing photos. Talking to people working on the ground to get an understanding of what the communities think, or if they're not happy [with what's currently happening]. I just – I don't know why they're talking to us. Why aren't they talking to the [residents] out there?

And this is in relation to the City consulting as a matter of course on existing and planned strategies with the communities that will be most effected by these strategies. As one Norlane participant suggested:

> What we need to be able to look at is what is being earmarked for the north. How do we ensure that if it's about working in there, can we get some of our own people to be able to lead some of that work, to be active in the groups, to have a say, to be canvassing the perspectives of others? So that actually things – its reactions to what's required in the north, not someone looking from the outside from a biased or blind point of view.

A "collaborative consultative" model was presented as one way to approach genuine engagement:

> Well, that's our underlying philosophy. That's what we base our whole approach on, working alongside people and coming together in groups to organise stuff together, seeking resident inputs into the shape of the programs and the directions and what's most important to them. Then we utilise our skills and resources to be able to match that up with what people want and then we work together. It's like a dance. Sometimes the community leads, and we follow. Sometimes we lead a little bit and they follow. But it's working together, and even if that takes longer, we're quite happy for it to take longer. If it takes two months longer to set up a community program because it's done with the community, alongside the community, meeting

> weekly together, going through all the ins and outs of a group meeting, then it takes two months longer but the results of that are incredibly richer and deeper and affect long-term change with people then involved in setting something up. So yeah, a lot of our theory and approach could be utilised across the different areas if CoGG would like to look at what we do and implement and adopt some of those approaches.

Here the role of CoGG is envisaged as a broker, and a vehicle through which programs are coordinated and views sought and incorporated, so that programs address genuine needs in ways that meet those needs. One participant cited the negative example of an expensive food bank and delivery program for excess supermarket products that did not meet local tastes and needs.

Others suggested that CoGG can provide the expertise and time to develop and extend supportive local partnerships to scale up successful and necessary programs. For example, CoGG:

> … can seek supportive, matching funding from state, federal government, from [inaudible] sectors, so they could play a key role in advocating that okay, we've got a great program that's working currently that we're spending $100,000 on it but we can scale it up by ten. So, we need a million dollars so we can have that impact magnified, whatever it comes out to be. And I know a lot of approaches around the world have a similar way of viewing it. The local council will be involved. They'll supply a certain amount of funds, certain amount of input, but then they'll go to A, B, C, D and E, and you have six partners working together. All of a sudden, your impact is a lot huger than a small little initiative organisation who's chipping away on $100,000 project that could be scaled up… and [you're] seeing some really great things happen. Then council can track those results, provide researchers, evaluations, and communicate through dashboards and [create] opportunities for people to understand what's happening there. And then more people get involved and it snowballs beyond that.

This proposed role for CoGG – as a broker in negotiating for collective impact across sectors – was echoed by another informant:

> The Collective Impact Model's got some interesting things that could be brought forward into the conversation, so once again, that's the way CoGG can play a part. It's not playing the major – the part that we don't want it to play is dominating. [Instead] it's a voice that's in working together with everybody else, schools, organisations, philanthropic providers.

Finally, our informant suggested there is a need to recognise and celebrate how local communities managed the challenges of the pandemic:

> It's nice to put it forward and celebrate, just even during a difficult time, how agile this neighbourhood was.

Question 4: How can CoGG support you in working together to achieve these goals?

This question elicited several concrete suggestions for CoGG officers themselves to better connect with the knowledgeable workers and residents in these localities, along with better coordination across the various divisions and departments that have responsibility for programs and decisions that impacted on these communities. CoGG also was seen as having a particular role to play here:

> CoGG are really the glue bringing everybody together as far as service organisations and the community. That's sort of how I see … their role. And yeah, having that helicopter view of what's happening … in the Norlane Corio and Whittington communities. So they should have oversight of all the services that – and organisations that are working in these areas and the work that's being done, and then yeah, looking to support those services and the community.

To make this work, there was a need to establish formal organisational connections from the Council to these communities. This could occur via the creation of an internal cross-departmental and divisional team who had special responsibilities for these areas:

> And not just once off, but in which we can continue to talk and work together on those issues. It could be a lead team … it could be five to ten key people at CoGG who we need to be able to have relationships with and partnerships with to work together on this stuff, so that when people planting the trees in a certain park, we can say "well actually we're using that park for this and that and actually the trees would be better over there". I know that the council has Your Say stuff. It's so hard to keep up with all that stuff though.

For another participant, after recounting a local situation where one council decision impacted negatively on another, such simple conflicts and poor decisions could be avoided via:

> …regular opportunities to meet with the council, that isn't a feeling like a lobbying situation; it's a genuine conversation about the stresses and the things that are working and not working.

And for another, the advantage of such a mechanism was meshing local initiatives with COGG ones:

> So, we can hear about their priorities and match them up and we can just – yeah, just general dialogue and conversations would be really helpful.

This proposed model – a lead team responsible for these localities, regular meetings with key service providers and residents, and a dashboard of Key Performance Indicators (KPIs) that registered major policy objectives – was seen as a tool to achieve not only genuine consultation, collaboration, and connection, but also measurable and accountable improvements in these localities. Progress could then be circulated and celebrated in a regular public forum. As one participant described:

> [There is not] a specific team of staff at CoGG that sort of look after or work on Norlane, Corio, or Whittington. I think it's important that there is – yeah, sort of a team of staff at CoGG that do have oversight of everything that's happening in that community, and they could be the ones that are sort of providing this dashboard of sort of progress, if you like, of how communities sort of tracking. And then I think – look I like the idea of having a sort of a quarterly forum, if you like, that CoGG and service organisations and the community attend, and CoGG can talk about the dashboard and the work that's being achieved, the work being done, the work that they're doing, and also the services that are working in the community and yeah, the successes that are being had. I mean that regular sort of feedback loop is really important, so that everybody's on board and knows – has the opportunity to get involved in what's happening here and who the different players are in the communities and the work that's being done.

Finally, CoGG was commended for commissioning this research, and for once again seeking to better address disadvantage in these communities by listening to those who live and work there.

Summary of Focus Group Findings

Other Initiatives that Could Benefit Residents in the Three Localities:

- Make services and information accessible by ensuring they are delivered in place, perhaps via community centres and even shopping centres (i.e. places where people actually go).
- Listen to, value, and involve residents in the decisions that affect them, elicit their needs, and check responses and policies with them via a double feedback loop. Offer participants at least a lunch, and ideally funds, to participate.
- Revisit and refresh existing and well-grounded plans, such as the *Corio-Norlane Structure Plan*. Complete unfinished projects (Osborne House, Whittington Hub).
- Support upgrades to the physical environment, especially parks and open spaces, including Cowie Creek, Seagull Paddock, and the adjacent St Helens area.

Role of the City of Greater Geelong:

- Be present, respectful, and genuinely consultative with residents.
- Offer a helicopter view of the City and region, and a policy framework for the long haul.
- Fund successful and needed programs, but also act as a broker to leverage existing resources and grow them through connections and partnerships with other levels of government and philanthropy.
- Support, extend, and scale up existing successful programs (e.g. Northern Futures, GROW)
- Respond to the community's actual needs, not the projected or expected needs.
- Working with residents, develop an information and accountability dashboard to collate, inform, and monitor progress on agreed indicators that matter to the people who live in these suburbs.
- Have regular meetings between community members and a dedicated Council team so they can learn from local experts, coordinate across the organisation, and better connect.
- Provide a regular forum (quarterly) where progress on indicators can be shared, amended if necessary, and celebrated.

8.6 Community Needs: Key Priorities and Proposed Initiatives

During our consultations, informants were asked to consider the community's needs, nominate their main priorities for action, and suggest specific initiatives to improve the lives of residents in Corio, Norlane, and Whittington. Key findings are summarised below. Our analysis drew on the full spectrum of interview data, responses to two specific interview questions, and some additional input gleaned from the focus group. The two primary research questions were:

- What initiative(s) would you like to see introduced to enhance quality of life for residents in Corio/Norlane/Whittington?
- What would be your top three priorities for action in your local area?

Findings are outlined in detail below, grouped into themes, and noting the most relevant Practice Domains. Our informants emphasised that if future initiatives are to be effective, they must be underpinned by the approach outlined above (see Section 8.4: Working with Local Communities: What is the Best Approach?) In brief, the main over-arching themes around community needs were:

- Increase social connection
- Improve access to services
- More safe and affordable housing
- Better public spaces and places
- Increase mental health, wellbeing, and drug and alcohol support
- More arts-based programs, creative spaces, and community events
- Tackle place-based stigma
- Address digital exclusion
- More local training and employment opportunities, and
- Improve Food Security.

Increase Social Connection

Main Practice Domain(s): **Health and Wellbeing**
Secondary Practice Domain(s): **Liveability**

Our informants reports that the COVID-19 pandemic caused increased social isolation for many residents across the three localities. This was a particular issue for some groups, including people with disability, young people, older residents, people living alone, CALD communities, women, and people who are digitally excluded. For example:

> Where strong relationships already existed, and they could be maintained, they were high quality. There were great examples of people helping each other. But so many people were worried about themselves, understandably and a lot of people became more isolated. Some relationships and connections broke down. (P11)

Some informants noted that there was still a hesitancy in the community about re-engaging and the need to support them to re-connect:

> Social isolation increased exponentially. People are still struggling to reconnect, especially those with already high anxiety. The problem is that many have lost the will or ability to re-engage.

> Don't even want to re-engage. It has to start with service outreach – people have to be found and met on their own terms P8.

Conversely, others noted increased engagement with their services compared with pre-COVID times:

> Post lockdown people are more engaged as the social interaction that decreased is now increasing again. We did have four in our ukulele class before lockdown and now we have 16 as people are craving connection (P6).

Overall, however, there was agreement for a need to "put on events to pull people together." (P1). Informants particularly identified the need for programs to combat isolation and strengthen social connections, initiatives to help address shrunken social networks, and projects to help remedy the loss of opportunities to engage in spontaneous or unstructured community activities and connection. Suggestions included walking clubs, coffee clubs, life coaches, outreach programs, school breakfasts/lunches and community events. There was also the need to create spaces for groups who do not have one. For example:

> How to connect the previously unconnected and voiceless? For example, local Muslims do not have a place, they have to go to Dandenong or across Geelong. [There is a] need to sponsor this and other groups that don't have a home. Sports clubs used to do this but not everyone is into sport these days (P3).

As outlined below, respondents also suggested holding community cultural/arts events to address place stigma, increase social connection and community cohesion, and mobilise local talent (music, cooking, arts, Indigenous culture). There is an overlap between the need for effective social connection initiatives and the identified need for more public gathering places that are welcoming, inclusive, and safe.

Improve Access to Services

Main Practice Domain(s): **Health and Wellbeing**
Secondary Practice Domain(s): **Liveability**

Informants identified a need to improve residents' access to a range of services, including mental health support, physical health promotion programs, and broader community services. In the first instance, there was an identified need to improve communication strategies by tackling language and cultural barriers, making use of both digital and non-digital information channels, and using different formats and approaches, including newspapers/newsletters and outreach. For example:

> Services are available, and people need to know about them and can connect via existing organisations and places (P3).

> Many people know how to get help but there are lots that just don't know about the huge range of services that are available. How to get information out, especially to young people? (P4).

Aligning with informants' desires for a more holistic, collaborative approach, there was also interest in initiatives that took a one-stop-shop approach. For example:

> There is a need to make people aware of the services that are available. It can be confusing, for example in mental health. What would be helpful is a one stop shop, and [building] the capacity of organisations in the areas to inform the community on what they need to know (P12).

> Essential services – need to connect with people, be here in person. For example you could use the school to address the wi-fi gap and access Centrelink, not just with the equipment but with people who can advise. Could have a service hub at the school where people would come to collect books but then access other services (P3).

There was also an identified need for more place-based support initiatives:

> More place-based support: put services in areas where people live, in the community, rather than having to travel to Geelong, places where they don't feel comfortable. Accessibility is an issue (P12).

More Safe and Affordable Housing

Main Practice Domain(s): **Housing**
Secondary Practice Domain(s): **Health and Wellbeing, Liveability**

Housing was a strong theme in our consultations. Major concerns were declining affordability, inadequate supply, housing stress, and precarity. Providing more social and affordable housing, coupled with tailored place-based support services, was seen to be an urgent priority.

> The social housing need is huge (P5).

> Increase affordable housing [along with] targeted support. Housing needs to be in a good location and well serviced (P2).

Upgrading existing properties, addressing overcrowding, and providing safer housing options were also cited as important priorities. Living in rundown or cramped housing amplified the hardships of COVID-19 for many residents. The pandemic also highlighted the need to address alarmingly high rates of family violence and to provide more accommodation for people living in precarious or unsafe situations, including young people and those experiencing secondary homelessness.

> Housing quality is inadequate. There are houses [with] 13–14 people living in a three-bedroom home, where social distancing is not possible (P3).

> People were in unsafe housing, fearful of evictions and of other people in the house if they were [sleeping] on couches or in the spare room (P1).

> Large numbers of kids in kinship or out-of-home care were forced back into the homes they had fled (P3).

Mitigating the changing profile of local housing stock was another pressing issue. Our informants reported that property investment, gentrification, and in-migration are driving up local house prices and rents. There was a clear view that unless the local supply of social and affordable housing receives a significant boost, this pattern will continue to escalate housing stress, push low-income residents out of these neighbourhoods, and put vulnerable people at risk of homelessness.

> We're seeing a housing boom in Norlane. Investors are buying houses to knock down and rebuild, putting up multiple units on the site. It's really ramped up recently (P10).

> There has been a big surge of purchases from investors and [new residents] coming in from Melbourne. You struggle to buy even a basic house here for less than $350,000 now (P9).

> Gentrification... It is a real problem. You can see it in rising rents and the costs of houses (P1).
>
> There is a concern about where the poor will go as prices rise… Some [incoming renters] are offering more than advertised to agents to secure housing. For locals this is not an option – they can't compete with that (P6).

As subdivisions proliferate, one participant warned, there is a need for strong forward planning to ensure local services and infrastructure are not overwhelmed:

> [Property investment] is really increasing density in the area. That puts pressure on schools and hospitals. It's a problem, that density, and it's not being thought about at all (P10).

At the time of writing, participants also warned that the true extent of housing stress and poverty in the three communities has been masked by the Jobkeeper scheme, JobSeeker supplements, and to a lesser extent, eviction moratoriums. The real and serious impacts will only start to emerge from April 2021, after these protective measures have been abolished.

Better Public Spaces and Places

Main Practice Domain(s): **Liveability, Health and Wellbeing**
Secondary Practice Domain(s): **Employment**

Our informants highlighted a need for more high-quality communal spaces where people can safely gather, move around, and socialise. Social isolation was a commonly cited impact of the pandemic, and COVID-19 has also affirmed the vital role that inclusive public and open spaces play in residents' health and wellbeing. Parks and green space, libraries, community centres, and local shops were nominated as valued community sites. For younger residents, basketball courts, skateparks, sports facilities, playgrounds, and the fOrT Youth Centre were also significant.

> Local parks and green space were really important to mental health (P5).
>
> We should create more spaces where people can connect and gather (P4).
>
> We need gathering spaces. Invite people out of their houses and reconnect them with the community (P3).

Suggestions included creating or upgrading small parks, green spaces, and playgrounds, fixing problematic or "unsafe" sites, providing spaces for underserved groups, and creating hybrid community spaces that serve multiple purposes. Specific sites were nominated for attention:

> There are pockets of public space across the north where three roads converge. They could be fenced, have play equipment put in, and be designed as parks (P9).
>
> Two important places during COVID were Cowies Creek and Seagull Paddock. You saw more people walking up and down the creek. Seagull Paddock is underappreciated, but it's really the jewel in Norlane's crown. It offers heaps of potential for people to connect with nature. There's a little beach, a local swimming hole. On New Year's Eve the beach was packed (P11).[1]
>
> The Link and the Oval were well intentioned, but they create their own issues. They can't be policed… COGG put in lights but that doesn't kelp. A kinder and day care would have helped things and given a sense of pride in the place (P7).

> There's a dodgy tunnel that runs under Thomson Road. It's scary and polluted and dangerous. Something could be done with that (P11).

> Local Muslims do not have a place…. We need to sponsor this and [spaces for] other groups that don't have a home (P3).

Local shopping strips were also cited as important community places, but many are currently shuttered or badly run-down. Our informants suggested upgrading these amenities. Shopping strips in Robin Avenue (Norlane), and Hughes Street (Bell Park) were cited as a good models, while Norlane's Labuan Square and Rose Street shops were nominated as ripe for upgrade. Corio Village was mentioned as a popular destination, but Whittington lacked a shopping strip, or indeed any substantial retail or food outlets. One idea was to offer incentives, such as free or reduced rent, to help attract the right mix of retailers and social entrepreneurs to shopping strips.

Beautifying streetscapes was also proposed. Rather than outsourcing these upgrades to contractors, it was suggested that residents could be engaged to advise on and undertake this work via local employment and capacity-building programs. This would enable locals to gain paid jobs and new skills, while also playing an active role in shaping their local environment.

> Give people who are disconnected from work a chance to breathe life into those areas and build [their] skills up over the years with a longer-term strategy (P4).

Respondents also proposed improving local traffic flow, connectivity, pedestrian safety, and walkability. The current TAC-funded traffic-calming works Corio and Norlane were described as welcome (P11), while revisiting street design and exploring traffic-engineering solutions could help enliven Whittington.

> You only come [to Whittington] if you have to. There is no through-road. It's an engineering problem, where you have created a closed ghetto, with an old shopping centre. They closed Solar Drive, so maybe you need to close the courts and connect the area to St Albans Park (P7).

Increase Mental Health, Wellbeing, and Drug and Alcohol Support

Main Practice Domain(s): **Health and Wellbeing**
Secondary Practice Domain: **Employment, Education**

Five interviewees mentioned suicides that had occurred in their communities during the pandemic. Suicide prevention programs were nominated as a priority, particularly for young people, including those who dropped out of school during COVID and may now be at higher risk. More broadly, interviews revealed a clear need to improve residents' access to face-to-face mental health services and drug and alcohol support, and to fund more wellbeing initiatives to help ease isolation. As noted in the "Approaches" section above, several respondents recommended adopting a holistic, "one-stop-shop" approach in designing and delivering services.

> Mental health was the big one. People had difficulty accessing support and there was a strain on services because of the demand (P13).

> Improve wellbeing for the most vulnerable. We need suicide prevention [programs] based on knowing the young people (P3).

> [Young people] lost hope. Many dropped out of school… This is especially the case for CALD kids, who have not gone back (P8).

> Access to mental health services, even if it is just via a student [counsellor] on placement. We also need wellbeing people who are available just to talk to people (P5).

> We need to work on the reasons why people can't engage – for example, mental health (P2).

More Arts-Based Programs, Creative Spaces, and Community Events

Main Practice Domain(s): **Liveability**
Secondary Practice Domain(s): **Health and Wellbeing**

Several informants said there was a need for more arts-based programs, inclusive neighbourhood events, and spaces where creativity can flourish. Ideas included street art, festivals, live music, comedy nights, food-based events, and local markets. Taking a community-led approach, these initiatives could tap into local talent, bring people together, beautify and enliven streetscapes, foster social cohesion and community pride, and address an identified dearth of local entertainment and culture options. Schools, youth centres, indigenous groups, local musicians, dance groups, and chefs were named as potential participants. Venues could be created by upgrading or adapting existing spaces.

> Creative arts is missing from the north… It could be street art, music, arts festivals, but more could be done here (P4).

> Commission community artworks in the really run-down areas (P9).

> We have a beautiful circular space right in the middle of [Whittington], right outside the [Encompass] café, the daycare centre, and kinder. It's public land. But it's underused, and there's a lot of concrete. That could be upgraded to be a really vibrant community space. We could have live music, a comedy night, food and drink, a community market… We could get a celebrity chef to be our guest chef at the café, using the produce from our farm (P10).

Tackle Place-Based Stigma

Main Practice Domain(s): **Liveability. Health and Wellbeing**
Secondary Practice Domain(s): **Employment**

Despite the multiple strengths of these diverse communities, our interviewees confirmed that Whittington, Corio, and Norlane are still subject to stigma imposed by outsiders. This stigma carries negative implications for both community morale and residents' prospects. By showcasing local creativity and making neighbourhoods more vibrant, public space projects, arts initiatives, and community events were seen as offering a potential antidote to place-based stigma:

> Investing in the community gives a sense of pride – parks, community art, and change the narrative of the place from being rundown and bereft to give it a better sense of self (P9).

Address Digital Exclusion

Main Practice Domain(s): **Education, Employment**
Secondary Practice Domain(s): **Health and Wellbeing**

Our informants identified a clear need to improve digital inclusion for residents in Corio, Norlane and Whittington. The pandemic has brought this into stark relief, with all three aspects of digital inclusion warranting attention: affordability, access, and digital skills.

During the height of Vitoria's COVID-19 crisis many residents missed out on reliable information and vital public health messages that were primarily disseminated online; for others, inability to access telehealth services exacerbated existing health inequalities, chronic illness, and medical conditions; prohibitive costs created anxiety around data use, and meant some families were unable to participate fully in home schooling; for many residents, digital exclusion added to social isolation and put nutritious food even further out of reach; some people in financial hardship were unable to apply for energy rebates because they did not have an email address or know how to use the internet; when training courses shifted online many adult learners were unable to participate, and had to drop out.

> What people really needed [during COVID] was some iPads and wi-fi plans (P11).

> The question was who knew what about these [food relief] initiatives. If you had a device, you knew. If not… (P1).

> The government thinks if they put everything online, everyone will see it. But they won't (P5).

Addressing the digital exclusion of residents is seen as unfinished business. Interviewees highlighted the important work already being done by local schools, community centres, libraries and not-for-profit groups in supporting residents' digital skills and access. They also underlined the need for an integrated, sustained and properly resourced approach.

> CoGG had a digital inclusion strategy pre-COVID, and a plan to roll it out… But I'm not sure what's happened with that (P11).

> CoGG should finish what is started, i.e., getting people connected on the net (P1).

> While there were lots of [digital] initiatives around, there was no coherent process (P8).

> Lions Club does up old computers and gives them out to people. Why not more of this? Address the shortage of computer gear and connectivity (P1).

While improving digital inclusion is a clear priority, our interviewees noted that it may not be a realisable goal for all residents; they also acknowledged that some programs work better face to face. If social inclusion is the broader aim, key services and information also need to be provided effectively in non-digital formats.

> Not everyone has a smartphone or a computer (P10).

> Some have missed the boat on new technologies. It's too hard, they don't have the headspace for it (P11).

More Local Training and Employment Opportunities

Main Practice Domain(s): **Employment**
Secondary Practice Domain(s): **Education, Health and Wellbeing, Liveability**

Providing more training and employment opportunities for residents – particularly locally based initiatives – was a priority for several respondents. New training and job opportunities should build on successful programs already operating in the area.

Suggestions included efforts to identify and support local leaders, programs to develop people's skills and confidence, creating paid opportunities to involve residents in delivering neighbourhood improvement works, funding existing community organisations to hire local workers and expand successful programs, and catering for the unmet needs of local jobseekers who don't show up in unemployment figures (for example, people on the Disability Support Pension or Carer Allowance).

> Employment gives you connectivity. That's important in keeping communities together and healthy (P3).
>
> CoGG and G21 and State [Government] need to get together to create a sustainable employment pipeline. Like Ford offered. It meant a lot to this community – many worked there and it offered genuine employment opportunities and pathways (P2).
>
> Establish a specialist College of Education and Training locally – something desirable, where people want to come and study (P10).

Improve Food Security

Main Practice Domain(s): **Health and Wellbeing**
Secondary Practice Domain(s): **Education, Liveability**

Consultations revealed a clear need to improve food security across the three localities. COVID-19 has highlighted the difficulty many residents face in accessing nutritious, fresh, affordable food: local supermarkets can be scarce, budgets are tight, public transport is limited, and many households do not own cars. Informants saw opportunities to build on or scale up existing initiatives, including community gardens, urban farms, backyard plots, meal-sharing programs, and food-based social enterprises.

> Putting food on the table [is a major priority]. When JobKeeper ends, we expect the demand to increase massively (P5).
>
> Many houses have huge backyards and front yards that are empty. Some of that space could be converted for growing food. You have to test the soil...and normally bring in soil from outside. It's about developing local economies (P11).

[1] The research team notes that one participant organisation has lodged a submission seeking CoGG's approval for a master plan for this site. Plans include new signage, footpaths, barbecue and picnic facilities, and revegetation works.

PART C: Discussion and Conclusion

9.1 Recap and Discussion

We begin this final section with a brief recap and discussion of our main findings as this study unfolded. The first stage, the Environmental Scan (see Part A), focused on two research questions:

- What are the social and economic factors that drive outcomes, particularly for communities affected by disadvantage?
- What interventions have been used globally to address these social and economic factors to improve community outcomes?

In our review of key academic studies (Part A, Section 3), we find that the research literature identifies 52 social and economic factors that drive outcomes for communities affected by disadvantage. We categorise these factors according to four contexts (Economic, Health, Social, and Urban Environment) and 13 determinates (Economy, Governmental Policy, Access to Healthcare and Social Services, Personal Health Status, Personal Behaviours, Crime and Safety, Employment and Work, Housing, Social Networks, Support and Exclusion, Socio-demographics, Socioeconomic Position, Neighbourhood Accessibility, and Physical Environment).

Based on our review of this prior research, the determinants seen to have most impact across the five Practice Domains are: Socioeconomic Position, Social Networks, Support and Inclusion/Exclusion, Crime and Safety, Housing, and Neighbourhood Accessibility. In turn, all these factors impacted on, and were impacted by, the other factors.

Their interconnectedness is reflected in the types of interventions surveyed in the research literature: nearly 50 percent of the studies focused on interventions that spanned the five Practice Domains. This reflects the fact that disadvantage is a multidimensional concept, requiring multidimensional solutions. Multidisciplinary approaches were thus common, with their efficacy highlighted in many studies. For example, researchers looking at cross-domain approaches that integrate public health and housing policy saw these initiatives as potentially contributing to the "triple win" of health and well-being, equity, and environmental sustainability. The initiatives featured commonly in these prior studies had a singular or combined focus on community engagement, neighbourhood renewal, community development, affordable housing, and mixed-income development. Success was largely dependent on the quality of the community engagement approach used, and the quality of partnerships between stakeholders, including the effectiveness of communication between partners.

In Section 5 (Part A) we present 25 Case Studies profiling successful and innovative programs designed to address socioeconomic and locational disadvantage, both within Australia and overseas. Here again, we address the second research question (What interventions have been used globally to address these social and economic factors to improve community outcomes?), this time by outlining some factors that can influence program success (see p. 86–87). Based on our background research and analysis for these Case Studies, we found that effective initiatives: often have a multi-pronged focus, involving cross-sector collaboration, and spanning more than one Practice Domain; support and respect community members to play an active role in identifying issues, solving problems, and shaping and evaluating programs; are based on sound community engagement strategies, including co-design methods, that

are genuinely participatory, respectful, empowering, and inclusive; recognise, build on, and celebrate existing community assets, strengths, knowledge, and skills; are overseen by a highly capable lead agency with strong local connections; involve effective partnerships, sound governance, and relationships of trust; are adequately funded and resourced, with generous timeframes and workable evaluation methods; enable holistic thinking and program flexibility; are connected to broader socioeconomic contexts, including local, regional, and national policy.

On completing Part A, we commenced research for Part B, which comprises a COVID-19 Impact Study. Here we address three further research questions:

- What Federal and State (Victorian) policies, programs and funding target social and economic development to improve community outcomes?
- What policy gaps may assist in improving social outcomes?
- What are the key issues associated with the project to be assessed in an impact assessment?

In Sections 6 and 7 we analyse the impact of the pandemic on Australia, Geelong, and the three localities (Corio, Norlane, and Whittington). We also examine the policy context of these three suburbs, and identify a number of possible policy gaps, including: programs to improve digital access; support for Aboriginal people (including transport to and from school for children); the revitalisation of industrial precincts; improved health centres; food security; neighbourhood revitalisation, in partnership with State Government (including improvement of basic social infrastructure); tackling family and domestic violence; and countering place-based stigma and increasing local pride via community arts projects. These gaps are reflected in our data analysis, which also considered the local employment sectors most effected by the pandemic, health impacts of reduced access to services, and the likelihood of heightened housing stress from April 2021, after the JobKeeper scheme and the JobSeeker Coronavirus subsidy end, and residents can no longer absorb rapidly increasing local housing costs.

The historical and statistical overviews in Part B both confirm and detail the various dimensions of disadvantage in these localities, including high levels of unemployment, low income, low education levels, and poor health. There are related challenges around housing and mortgage stress, limited mobility, domestic and family violence, other criminal activity, safety, and environmental deterioration. There is also a strong record of constructive planning interventions, social infrastructure upgrades, and expressions of community views. These successful interventions need to be applauded and extended.

For Section 8 (Part B), we consulted with key service provider experts whose organisations support communities in Corio, Norlane, and Whittington. Through a series of 12 individual interviews and a subsequent focus group, this part of the study addressed two research questions:

- How have “disadvantaged” communities in Geelong dealt with the pandemic?
- What factors facilitated economic resilience and affirmed social cohesion?
- What interventions worked best and what other approaches could have enhanced their experience?

Our community informants told us that the pandemic amplified or compounded many entrenched issues for these communities. While they felt existing unemployment had thus far only been impacted to a limited degree, volunteer employment was significantly reduced. Negative education impacts were reported across all age levels: “COVID babies”, pre-school children missing out on socialisation, school-age children profoundly affected by the shift to online learning and loss of social interaction with peers,

and adult learners who likewise faced barriers to remote learning. Disengagement from education was reported, particularly for young people from vulnerable cohorts.

Confirming the gaps revealed in our analysis of policy context, our informants reported that housing, health, and wellbeing issues became more acute as the impacts of the pandemic hit home. Existing problems with housing quality and suitability were exacerbated, with domestic environments ill-equipped for multiple residents living, working, and/or learning around the clock, especially in the face of pandemic-related movement restrictions. Existing problems of family violence, housing precarity, and secondary homelessness (couch-surfing, overcrowding) were also intensified by COVID-19. Health and wellbeing issues were highly conspicuous, with family violence and social isolation frequently raised, particularly for vulnerable cohorts. Our informants reported deeply negative impacts on mental health and wellbeing due to restricted social networks, increased stress, and limited access to health and wellbeing resources. Food insecurity also worsened, with many vulnerable residents increasingly reliant on others for shopping and meals. Digital exclusion, limited access to inclusive and welcoming public spaces, and barriers in accessing public transport were also prominent themes.

On the positive side, factors that facilitated economic resilience and affirmed social cohesion were also reported across all five Practice Domains. Some of these factors reflecting the community's responses to the pandemic's negative impacts, described above. The overarching theme was residents' leveraging of pre-existing economic and social resilience developed from years of experiences with disadvantage. Health and wellbeing support was conspicuous here. For example, informal neighbourhood socialisation and the development of stronger connections to place; community agencies making systemic and responsive improvements to outreach and service delivery; increased peer support via ad hoc residents' initiatives; community and organisational willingness to work together against the common COVID "foe"; and young people providing practical help to vulnerable residents.

When asked which initiatives worked best in their communities, our informants strongly emphasised that successful approaches must: build trust, embrace listening, and actively support the community's confidence and empowerment; engage residents directly in identifying local issues, devising solutions, and designing programs; build on existing local strengths, resources, and initiatives, rather than re-inventing the wheel; fund programs appropriately and sustainably; plan for long-term continuity and delivery of outcomes; support multi-stakeholder collaboration; and provide holistic/systematic approaches. They suggested future priorities should address improving social connection, better access to services, more safe and affordable housing, improved public space and placemaking, increased mental health support, arts-based activities and events to address place-based stigma, improve digital inclusion, provide more local training and employment opportunities, and increase food security. They underlined the need to involve residents in decision making and engage local people in upgrading the physical environment.

Finally, our service provider experts recommended that the City of Greater Geelong's future role in these initiatives should include: being present, respectful, and genuinely consultative with residents; leveraging existing resources with State Government and philanthropy; and collaborating with residents to develop an information and accountability "dashboard", with feedback loops, to collate, inform, and monitor progress on agreed and meaningful indicators for communities in the three localities.

In summary, our policy review, COVID-19 impact assessment, community expert interviews, and focus group) identifies 23 issues likely to have been accentuated by the COVID-19 pandemic. Of these, 12 were repeated across data sets, and stand out as key issues that should be addressed as future priorities: digital access and literacy, disengagement from education, identifying and expanding existing successful programs, unemployment (especially by sectors impacted by COVID-19), food security, access to health services, mental health and wellbeing, housing stress and homelessness, housing upgrades, domestic violence, place-based stigma, and access to public spaces and facilities. To these, we can add a further two in the light of our policy analysis and interviews: namely, specific support for the Aboriginal community, and neighbourhood revitalisation. Thus, 14 key issues are identified as priority needs across the three communities and lead to a set of 10 initiatives which are outlined below.

Finally, we wish to emphasise a key finding of this research: communities in the suburbs of focus – Corio, Norlane, and Whittington – are typically described as "disadvantaged," as indeed they are consistently throughout this report. While this is objectively true, it is not the whole story. In fact, the "disadvantaged" label is part of the problem so acutely felt in these areas: it can perpetuate place-based stigma, disempower people. and cause them to internalise negative associations. The "disadvantaged" label also obscures the many strengths of these diverse communities. Historically, conceiving of these places and their residents as "disadvantaged" has also suggested a need for them to be somehow "fixed", usually by outsiders who swoop in to detail the latest issues and suggest solutions. Indeed, this project could be seen as yet another well-meaning example of such an approach.

For these reasons, our Recommendations (pp. xi–xviii) are based on a core principle: local communities must be respected, valued, and properly supported to play an active role in identifying what they need, and shaping how those needs are met. People who live and work in Corio, Norlane, and Wittington need to be involved in designing, implementing, and evaluating any future initiatives. This calls for genuinely participatory and inclusive approaches that put residents at the heart of these processes, make them meaningful, help build skills and capacity, and foster a sense of ownership and pride.

Co-design offers one such approach. Co-design can be a highly effective tool, provided it is applied across the whole span of a program design and implementation process, and users are invited to play a part in knowledge development, idea generation and decision making. In other words, co-design offers great potential provided the process is genuinely inclusive, respectful, participative, iterative and outcomes focused. Embedding best practice co-design strategies into this work would affirm Geelong's UNESCO City of Design status, while presenting additional opportunities to showcase successful projects and outcomes and celebrate community achievements.

9.2 Recommendations: Summary and Policy Contexts

The three Recommendations arising from this study are described in detail in the Executive Summary (see p. xi–xviii). Summarised briefly, they are:

Recommendation 1: Adopt a set of core principles for governmental agencies to work effectively with the three communities of Corio, Norlane, and Whittington on issues that require priority action. We also describe the role that local community-organisations suggest CoGG can play in this work.

Recommendation 2: Address 14 priority areas to improve quality of life for residents in Corio, Norlane, and Whittington. In sum, they are:

- Digital exclusion
- Disengagement from school and adult education
- Unemployment (especially in sectors impacted by COVID-19)
- Indigenous health and wellbeing
- Food security
- Access to health services
- Mental health and wellbeing
- Domestic violence
- Housing stress, housing precarity, and homelessness
- Public housing upgrade
- Mobility and access
- Neighbourhood Revitalisation and Public Space Improvements
- Social isolation
- Place-based stigma

Recommendation 3: Address these 14 priority areas through 10 proposed initiatives that are identified as a basis for future action. Each initiative, as summarised in the Executive Summary, includes a rationale for why it is needed and suggestions on how it might be approached. The 10 initiatives offer a framework to develop more specific programs and targeted local responses. Broadly speaking, the initiatives should be multi-pronged in focus, drawing on cross-sector collaboration, and spanning Practice Domains and local issues. The 10 initiatives are:

- Identify and Extend Successful Programs
- Safe and Affordable Housing
- Local Training for Employment
- Local Health Services and Infrastructure
- Placemaking
- Social Connection
- Arts-based Programs and Community Events
- Digital Inclusion
- Support for Healthy Eating
- Accessibility, Equity, and Social inclusion

Mapping the Recommendations: Priority Areas, Initiatives, and Practice Domains

To help visualise how we translated identified issues into proposed actions, Table 9.1 (below) maps our "10 proposed initiatives" (Recommendation 3) against the "14 priority areas" that were identified for action (Recommendation 2). The main Practice Domain for each is also noted, bearing in mind that most priority areas and initiatives do in fact span multiple domains.

Key Priorities and Recommendations in Relation to Existing Policies

In the second table below (see Table 9.2), we map some of our priority areas and recommended actions against existing policies and highlight some gaps that need further exploration and development. Some of our Recommendations and identified key priorities fit within existing policy frameworks, such as the *Social Housing Plan, Kareenga Aboriginal Action Plan,* and *Leaders for Geelong* (although they need to

be explicitly applied to the three localities). However, many other Recommendations and priorities for action do not fit within existing policy framework, and will thus require a policy refresh (in the case of the *Corio-Norlane Structure Plan*), a major extension (such as the *Smart City Policy*, *Municipal Health Plan, Public Art Policy, Preventing and Addressing Violence, Active Transport Plan,* and *Social Infrastructure Plan*), or in many cases whole new policy agendas (in relation to mental health, social connection, place-making, food security, and co-design approaches). Some past policies and programs can usefully be revisited – such as the Victorian State Government's Neighbourhood Renewal program– and these localities will greatly benefit from current State Government initiatives around social housing builds and revitalisation. In this table, we have added a category for "engagement", which emerged as an important study finding, in order to capture both Recommendation 1 and a new CoGG policy.

MAIN DOMAIN	PRIORITY AREAS	INITIATIVES									
		Digital inclusion	Identify and Extend Successful Programs	Local Training for Employ-ment	Social Connection	Local Health Services and Infra-structure	Support for Healthy Eating	Place-making	Safe and Affordable Housing	Arts-based Programs and Community Events	Access-ability and Inclusion
Education	Digital exclusion	*	*	*	*			*			*
	Disengagement from school and adult education	*	*	*	*				*	*	*
Employment	Unemployment	*	*	*	*			*	*		*
Health and Wellbeing	Indigenous health and wellbeing	*	*	*	*	*	*	*	*	*	*
	Food security	*	*		*		*	*	*		*
	Access to health services	*	*			*					*
	Mental health and wellbeing	*	*		*	*				*	*
	Family violence		*		*	*			*		
Housing	Housing stress and homelessness		*			*			*		*
	Housing upgrade		*					*	*	*	*
Liveability	Mobility/accessibility		*			*	*	*	*		*
	Neighbourhood/ place revitalisation		*	*				*	*	*	*
	Social isolation	*	*	*	*	*	*	*	*	*	*
	Place-based stigma		*	*	*		*	*	*	*	

Table 9.1: Report Recommendations: Mapping the 14 Priority Areas Against the 10 Proposed Initiatives

ENGAGEMENT
Priority: Meaningful, collaborative, and genuinely participatory community engagement to identify, design, and implement future initiatives **Relevant Policy:** CoGG Engagement Policy (2021) **Applicable Sections:** Canvasses a range of options, from information-sharing to collaboration and feedback on programs **Gaps or Extensions**: Ensure engagement is genuine, long term, and involves co-design as well as community accountability
EDUCATION
Priority: Improve Digital Inclusion **Relevant Policy:** CoGG Smart City Strategic Framework 2020 **Applicable Sections:** Priority1.1 and 1.3 Enhance digital literacy and accessibility of digital services **Gaps or Extensions**: No direct mention of disadvantaged suburbs. Need programs to improve digital access, affordability, and literacy. Need to extend existing programs, provide equipment and facilities, support community organisations to upskill and train people, and address data cost barriers.
Priority: Support local schools to link with key community organisations to develop more culturally appropriate programs to engage ATSI and CALD students **Relevant Policy:** Multicultural Action Plan (2011–14), Kareenga Aboriginal Action Plan (2014–17), Disability Action Plan **Applicable Sections:** Kareenga Action areas: 1. Advance educational cultural materials for local schools; 3. Encourage participation in early childhood education and maternal/child health services, youth programs; service delivery via a community bus for "door to door" service access; support to participate in Council programs such as learn to swim, sports and wellness; expand Wauthaurong Centre **Gaps or Extensions**: Gaps in specific policies to engage both CALD and disabled students
EMPLOYMENT
Priority Support and extend existing successful programs **Relevant Policy:** CoGG support for GROW and RISE **Applicable Sections** Budget allocations to GROW and RISE **Gaps or Extensions** COGG could support Northern Futures and the re-establishment of Whittington Works, in-kind or financially
Priority: Local organisations need staff. If existing successful programs are extended, locals could be recruited and trained to fill these positions. **Relevant Policy:** Victorian Government Social Procurement Framework. requires all new government programs to employ a certain number or proportion of long-term unemployed locals. Major State Government building projects must source some employees and supplies from the locality **Applicable Sections** Financial and in-kind support for existing effective organisations to grow or add staff **Gaps or Extensions**: CoGG to adopt, promote, and apply to new projects in Corio, Norlane, Whittington. Extend financial and in-kind support, both geographically and to effective organisations to train and add staff. Are there targets and detailed plans to achieve employment goals for marginalised groups?
Priority: Particular challenges for marginalised groups in the labour market **Relevant Policy:** Kareenga Aboriginal Action Plan (2014–17), Disability Action Plan, Multicultural Action Plan (and Diversitat) **Applicable Sections:** Kareenga Action Area 2: Work with employers to maximise Aboriginal employment opportunities **Gaps or Extensions**: How does each plan support employment? The Multicultural Action Plan (2011–2014) is no longer active.

Priority: Need for local leadership **Relevant Policy:** G21/Committee for Geelong Leadership Program. **Gaps or Extensions**: New Local Leaders Program for three localities. Most existing programs target mid/high-level business leaders.
Priority: Train and hire unemployed residents in neighbourhood projects **Relevant Policy:** None **Gaps or Extensions**: Local placemaking and greening initiatives could form basis for leadership, skill development, and employment programs ("Green Corps"?)
HEALTH AND WELLBEING
Priority: One-stop health and other service hubs, including mental health **Relevant Policy:** Social Infrastructure Plan (2020–2023), Municipal Public Health and Well-being Plan (2018–2021) **Gaps or Extensions**: Plans do not include such facilities and moves to only "assess" need in Whittington. Need to accelerate this
Priority: Address endemic domestic violence in these localities **Relevant Policy:** Preventing and Addressing Violence Against Women and Children in the G21 Region 2016–2020 (2015) **Applicable Sections:** All relevant organisations should work together to strengthen regional leadership, organisational capacity, key messages, and evidence base **Gaps or Extensions**: No specific actions for these localities. Need intervention programs, emergency housing, male anti-violence programs
Priority: Health and other information needs to be clear and accessible, culturally appropriate; and delivered effectively in both digital and non-digital formats **Relevant Policy:** Municipal Public Health and Well-being Plan (2018–2021) **Gaps or Extensions**: Does not mention information delivery. Need to extend telehealth and culturally appropriate analogue and digital mechanisms.
Priority: More and better locally based services for mental health, suicide prevention, and drug and alcohol support **Relevant Policy:** Municipal Public Health and Well-being Plan (2018–2021) **Gaps or Extensions**: Serious gaps exist in service provision and accessibility
HOUSING
Priority: Increase supply of social and affordable housing in in Corio, Norlane, Whittington. Upgrade existing public housing stock. **Relevant Policy:** CoGG Social Housing Policy (2020); Victorian State Government's "Big Build" **Applicable Sections:** CoGG policy commits 100 new units in 2021, more to come. Recommends renovating old public housing stock (but needs targets, deadlines, budgets); includes urban revitalisation in Corio, Norlane, and Whittington in partnership with State Government **Gaps or Extensions**: Build new units in three localities. Use 173 Agreements to ensure inclusionary zoning. Renovate public housing stock (using local labour)
Priority: Provide more emergency and permanent housing options for women and children escaping family violence, and vulnerable young people, plus supports **Relevant Policy:** Not specifically mentioned in any plan **Gaps or Extensions**: Urgent need to more emergency and permanent housing options for these vulnerable groups (perhaps in partnership with Hope Street?)
LIVEABILITY
Priority: Green streets and upgrade open spaces **Relevant Policy:** Corio-Norlane Structure Plan (2012) **Gaps or Extensions**: Revisit and refresh Corio-Norlane Structure Plan. Develop comparable plan for Whittington

Priority: Arts-based activities and inclusive community pride events; address place-based stigma **Relevant Policy:** Public Art Strategy (2013), Kareenga Aboriginal Action Plan (2014–17) **Applicable Sections:** Kareenga Action areas: 4. Support interpretation of Aboriginal heritage into the areas; 5. Increase visibility of Aboriginal culture via place, street, infrastructure naming; commission Aboriginal public art. **Gaps or Extensions**: Actively co-design arts, heritage, and cultural projects/community events with residents. Public Art Strategy (2013) now limited and outdated. Develop new policy to address place-based stigma and support these projects and events.
Priority: Provide accessible, quality, welcoming spaces for arts activities and community-based events (see above), including both outdoor and indoor spaces **Relevant Policy:** Social Infrastructure Plan (2020-2023) **Gaps or Extensions**: Does not always include building new community centres or upgrading existing ones. Cloverdale and Rosewall (both Corio) were renovated, Norlane Community Centre to be renovated. Needs in Whittington to be "investigated". There is an urgency here.
Priority: Rationalise, renovate, and revitalise local neighbourhood retail strips (especially Labuan Square, Rose Street, and Whittington) **Relevant Policy:** Corio-Norlane Structure Plan (2012), Labuan Square Revitalisation Plan **Gaps or Extensions**: Plans needed for Whittington, Rose Street, and other retail strips to be identified. Different strategies for renewal (e.g. tax on empty shops.)
Priority: Improve public transport and active transport options; support residents to obtain drivers' licenses **Relevant Policy:** Active Transport Plan **Applicable Sections:** There are local bus and train services, but access remains a problem **Gaps or Extensions**: Are there dedicated plans to activate and support mobility in these localities?
Priority: Improve social connection: build on existing programs and support new initiatives to reduce social isolation **Relevant Policy:** Social Infrastructure Plan (2020–2023) **Applicable Sections:** Contains specific suggestions to renovate existing community centres (e.g., Norlane Community Centre) **Gaps or Extensions**: No plans or provisions to support social connection programs and services
Priority: Improve food security: support and extend existing local programs and organisations **Relevant Policy:** No specific plans to address food insecurity **Gaps or Extensions**: Create plans and supports for both existing and new food security programs

Table 9.2: Priorities and Recommendations in Relation to Existing Policies

9.3 Study Challenges and Limitations

This research was conducted during the COVID-19 pandemic, with data collection spanning January 2021 to March 2021. The original research plan was to engage directly with residents in the three communities via series of focus groups to be conducted by Zoom, with recruitment to occur via local community centres. This was not possible, largely due to issues around digital exclusion and restricted access during the pandemic. When face-to-face options were considered, it became clear that speaking directly to community members would require a degree of careful preparation, planning, and follow-up that was not possible within the project timeframe. This issue was exacerbated by a snap five-day lockdown in February, which raised the possibility of further restrictions on face-to-face data collection.

However, a powerful message emerged from our consultations with community service provider experts who work and/or live in these localities: that despite the positive interventions to date, there remains a long-term problem of not adequately trusting, respecting, and genuinely engaging with these communities, who have an array of local insights and potential solutions to the issues they face.

The research team has made this insight central in our Recommendations, but due to the limitations noted above, we have not been able to engage with its underpinning principle: namely that local residents have solutions and ideas for the improvement of their localities, and should be supported and empowered to have meaningful input on any future initiatives. Any genuine consultation needs to be prepared carefully, done over a long period of time, and linked to those organisations and people who can deliver on the suggestions it generated. This deeper consultation work was not possible within the project timeframe, particularly during the uncertainty of COVID-19.

In short, this research is limited by not having engaged directly with the residents of the three suburbs; doing so would have strengthened the study considerably. However, this limitation affirms the importance of our first and most important Recommendation: for the City of Greater Geelong to engage genuinely with these communities in the co-design of any future interventions, while also supporting and expanding existing successful programs.

9.4 Future research

Genuine engagement and co-design of programs, interventions, and places to facilitate local improvements is a fine principal – but also a potentially challenging practice. We therefore recommend that future research be undertaken to evaluate the success or otherwise of the participatory processes adopted, as well as any pilot programs that arise from them.

9.5 Conclusion

This research provides Recommendations for strategic approaches, program options, and policy needs to progress social equity in the Geelong municipality, particularly for the “disadvantaged” areas of Corio, Norlane, and Whittington. Asked to consider the drivers of “disadvantage”, especially in the light of COVID-19, the research team outlined how “disadvantage” has been conceptualised and interventions formulated, reviewed the relevant policy landscape, and completed a wide-ranging review of academic research and analysis around social exclusion in the nominated five Practice Domains (Employment, Education, Housing, Health and Wellbeing, and Liveability). We then compiled Case Studies profiling an array of Australian and international models of successful initiatives and innovative programs to address disadvantage. The team then moved on to detail just how Australia, Geelong, and

the communities of Corio, Norlane, and Whittington have been affected by COVID-19 while providing details on their histories, socio-economic profiles, and the various policies that impact on them.

Our consultations with key community and service workers in the three localities, via interviews and a focus group, enabled us to elaborate on our data analysis findings, identify priority issues, and canvass how they might be addressed. From these consultations a series of 14 priority areas and 10 proposed interventions were distilled, emphasising the importance of genuine collaboration and cross-domain approaches. The resultant Recommendations are designed to help shape the long-term strategy of CoGG's Vital Communities Project, and to inform long- and medium-term strategy to assist with recovery from the impacts of COVID-19.

The next steps are for the City of Greater Geelong to review our Recommendations (see p. xi–xviii); take them to key community agencies, residents, and representatives for feedback and input; and connect them to other relevant programs, policies, and investigations that CoGG and the State Government are undertaking in these localities. If accepted, the proposed STICKE Workshop and a CoGG staff workshop will sharpen the process of implementation; explore and progress a systemic approach; and consider the need to evaluate the effectiveness of this research, its Recommendations, any future initiatives developed for communities in the three localities, and the engagement strategies used to realise them.

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Part A: Environmental Scan

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APPENDIX A: Keywords for Literature Searches

Source material: academic and grey literature, published 2005–2020. **Keyword selection** was informed by:

- *Vital Communities: Statement of Work*, five research questions (p.12) and five Practice Domains (p.14)
- Feedback from CoGG team (meeting to refine scope of research, 17 December 2020)
- Ongoing refinement in response to emergent search results/identified gaps/local concerns, and methodology/parameters of particular report section

Search engines and databases used: Google, Google Scholar, SCOPUS, ProQuest, JSTOR, Informit, Analysis & Policy Observatory (APO), Research Papers in Economics (RePEc), OpenGrey, Australian Institute of Health & Welfare (AIHW), handsearching (manual)

	Broad themes	**AND ➡**	**Policy flags**	**AND ➡**	**Specific topics**		
⬇	Social inclusion	⬇	Policy (policies)	⬇	Education	⬇	Youth
OR	Social equity	OR	Program (programme)	OR	Employment	OR	Young
OR	Social cohesion	OR	Strategy	OR	Housing	OR	School retention
OR	Social exclusion	OR	Initiative	OR	Liveability	OR	Literacy
OR	Social integration	OR	Outcomes	OR	Health		Financial literacy
OR	Social disadvantage	OR	Solution	OR	Wellbeing (-being)	OR	Financial stress
OR	Spatial disadvantage	OR	Research		Transport	OR	Wealth
OR	Spatial justice	OR	Model		Healthcare		Training
OR	Spatial equity	OR	Practice		Disability	OR	Learning
OR	Socio-spatial polarisation	OR	Intervention	OR	Illness	OR	Skills
	Economic disadvantage	OR	Measures	OR	Access	OR	Jobs
OR	Low income (low-income)	OR	Services	OR	Accessibility	OR	Work
OR	SEIFA	OR	Support	OR	Mobility	OR	Local employment
OR	Poverty	OR	Approach		Older	OR	Labour market
OR	Vulnerable	OR	Strategy	OR	Elderly	OR	Income

OR	Disengaged		Funding	OR	Ageing (Aging)	OR	Income support
OR	Marginalised (marginalized)	OR	Grant		Affordable housing	OR	Welfare
OR	Generational	OR	Stimulus	OR	Social housing		Digital inclusion
OR	Deprivation		Evaluation (evaluate)	OR	Rental	OR	Internet
OR	Disempowered	OR	Appraisal	OR	Housing stress		Local business
OR	Inequality	OR	Assess	OR	Homelessness	OR	High street
OR	Hardship	OR	Best practice	OR	Family (families)	OR	Main street
⬇	Inclusive	⬇	Address	⬇	Belonging	⬇	Sharing economy
OR	Engagement (engage)	OR	Prevent	OR	Community	OR	Informal economy
OR	Opportunity	OR	Impact	OR	Social networks	OR	Community economies
OR	Participation	OR	Measure	OR	Social resources	OR	The commons
OR	Civic participation	OR	Survey	OR	Social infrastructure	OR	Co-ops
OR	Social capital	OR	Mapping	OR	Neighbourhood	OR	Mutual aid
OR	Social change	OR	Community indicators	OR	Community groups	OR	Food security
OR	Capacity	OR	GIS	OR	Community events		Gender
OR	Resources		Successful	OR	Community arts	OR	Indigenous
OR	Empower	OR	Effective		Amenities	OR	Aboriginal
OR	Resilience	OR	Improve	OR	Sport	OR	CALD
OR	Prosperity	OR	Innovative	OR	Recreation	OR	Migrant
OR	Quality of life		Location	OR	Culture (cultural)	OR	Multicultural
OR	Community-building		Council	OR	Green space	OR	Diversity

	Community building		Corio Norlane (-Norlane)	OR	Blue space		Stigma
OR	Community development	OR	Whittington	OR	Open space	OR	Discrimination
OR	Community outcomes	OR	Geelong	OR	Public space		Safety
OR	Community integration	OR	Melbourne	OR	Parks	OR	Crime
OR	Community engagement	OR	Victoria	OR	Nature	OR	Justice
OR	Social development	OR	Australia	OR	Environment	OR	Violence
OR	Economic development	OR	Local	OR	Infrastructure		Care
OR	Sustainable development	OR	State	OR	Suburban (suburb)	OR	Communities of care
OR	Local economies	OR	Federal	OR	Urban design		Ethics of care
OR	Cause	OR	National	OR	Urban environment	OR	Kindness
OR	Drivers	OR	International	OR	Urban renewal	OR	Respect
OR	Factors		UNESCO	OR	Planning		Agency
OR	Barriers	OR	Creative Cities	OR	Tactical urbanism	OR	Rights
OR	Systemic	OR	Neighbourhood Renewal	OR	Walkability	OR	Participation
OR	Structural	OR	[specific program name]		Play	OR	Pride
	Renew (renewal)		COVID (COVID-19)		Place	OR	Dignity
OR	Revitalise	OR	Pandemic	OR	Place-making (place making)	OR	Voice
OR	Recover	OR	Climate	OR	Place attachment	OR	Self-determination
OR	Overcome	OR	Sustainability	OR	Place identity (place-identity)	OR	Aspirations

APPENDIX B: Case Studies: Practice Domains Matrix

Main Practice Domain(s): ● Secondary Practice Domain(s): ○

	AUSTRALIAN PROGRAMS	PRACTICE DOMAINS				
Page	PROGRAM NAME, LOCATION, & FOCUS	EDUCATION	HOUSING	LIVEABILITY	EMPLOYMENT	HEALTH & WELLBEING
59	**TBA North:** Corio and Norlane, Geelong, VIC (2010–present) Arts-based early childhood education program	●				○
70	**Australian Indigenous Mentoring Experience (AIME)** (2005–present) Mentoring program for marginalised youth (national + overseas)	●			○	○
68	**Digital Age Project:** Coffs Harbour, NSW (2014–2015) Digital inclusion for older social housing residents	●	○	○		●
67	**Shutterbugs + I Heart Maryborough**: Maryborough, VIC (2011–2014) Community photography (part of Neighbourhood Renewal Program)	●		●	○	○
60	**Whittington Works Alliance (WWA):** Geelong, VIC (2013–2020) Jobs, education and training program	●			●	○
66	**Neighbourhood Renewal Program (NRP):** Corio-Norlane (2003–2010) 21-site VIC program to tackle locational disadvantage (2002–2010)	●	●	●	●	●
69	**Perpetrator Intervention Pilot:** Adelaide + regional SA (2020–present) Domestic violence and homelessness prevention program		●	○		●
61	**Towards Home Plus:** Geelong, VIC (April 2019–present) Homeless outreach, housing, and support for rough sleepers		●	○		●
61	**GROW:** Geelong region, South-Western VIC (2014–present) Regional job creation program			○	●	
63	**Fawkner Commons:** Fawkner & surrounds, Melbourne (2020–2021) Food security and creative community-building programs	○		●		●
70	**Angel Next Door:** Geelong-founded, national (March 2020–present) Digital app linking neighbours in need			●		○
62	**Afghan Youth Girls Bike Skills Workshops:** Bendigo, VIC (2018) Social inclusion via sport & active transport			●		○
64	**Streets Ahead:** Six local councils, VIC (2008–2011) Active travel and mobility for schoolkids	○		○		●
65	**Ten Ideas, Three Ventures:** western metro Melbourne, (2018–2020) Improving Mental Health for Youth South Sudanese Australians	○		○		●

	INTERNATIONAL PROGRAMS	PRACTICE DOMAINS				
Page	**PROGRAM NAME, LOCATION, & FOCUS**	**EDUCATION**	**HOUSING**	**LIVEABILITY**	**EMPLOYMENT**	**HEALTH & WELLBEING**
74	**Detroit City of Design Competition:** Detroit, US (2019) Design for safe and walkable neighbourhoods			●		○
75	**Festival of Neighbourhoods:** Ontario, Canada (1994–present) Urban regeneration via neighbourly collaboration			●		○
80	**We Dundee**: Dundee, Scotland, UK (2013–present) Crowd-sourcing platform for citizen engagement			●		
77	**My Community Matters:** Stoke-on-Trent, UK (2012–present) Asset-based community development to tackle health inequalities	○		●		●
71	**Best Babies Zone:** 11 neighbourhoods, US (2012–present) Place-based multisector program to reduce health inequalities	○		●	○	●
81	**Nourishing Landscapes**: Nantes, France (June 2020–present) Urban gardens for food security	○		●		●
76	**The Broomhill Project**: Glasgow, Scotland (2015–present) Arts-led regeneration and public housing upgrade	○	●	●	○	○
73	**Sustainable South Bronx Project:** New York, US (2001–present) Urban greening, training, and local job creation	●		●	●	○
82	**Oslo Living Lab**: Grønland, Oslo, Norway Feb (2019–July 2021) Green jobs training & placemaking program for at-risk youth	●		○	●	○
83	**We Design for Life**: Kolding, Denmark (2012–present) Design-led policy and participatory urban regeneration	○	○	●	○	○
78	**Skip Garden & Kitchen, Story Garden**: London, UK (2009 –present) Food security, green space, education, and social inclusion	●	○	●	○	●
85	**All Right?** Christchurch, New Zealand (2013–present) Community-led mental health initiative for disaster recovery			○		●

APPENDIX C: Data Tables: Review of Key Academic Research

Table 19: COVID-19 Impact Articles

Reference Type	Author	Year	Title	Practice Domain	Country	Citations
Book	Cortis, Natasha; Blaxland, Megan	2020	Australia's Community Sector and COVID-19: Supporting Communities Through the Crisis	All	Australia	0
Journal Article	Guaralda, Mirko; Hearn, Greg; Foth, Marcus; Yigitcanlar, Tan; Mayere, Severine; Law, Lisa	2020	Towards Australian Regional Turnaround: Insights into Sustainably Accommodating Post-Pandemic Urban Growth in Regional Towns and Cities	Housing	Australia	0
Book	Lab, Sydney Policy	2020	Principles for a policy response to COVID-19	All	Australia	0
Journal Article	Tinson, Adam	2020	Living in poverty was bad for your health before COVID-19	Health & Wellbeing	UK	0
Journal Article	Wilson, Chris K	2020	COVID-19, digital inclusion and online education: APO Digital Inclusion Collection Brief April 2020	Education	Australia	0
Journal Article	Cattapan, Alana; Acker-Verney, Julianne M.; Dobrowolsky, Alexandra; Findlay, Tammy; Mandrona, April	2020	Community Engagement in a Time of Confinement	All	Global	1
Journal Article	van Barneveld, K.; Quinlan, M.; Kriesler, P.; Junor, A.; Baum, F.; Chowdhury, A.; Junankar, P. N.; Clibborn, S.; Flanagan, F.; Wright, C. F.; Friel, S.; Halevi, J.; Rainnie, A.	2020	The COVID-19 pandemic: Lessons on building more equal and sustainable societies	All	Global	10
Journal Article	Pineda, V.S.; Corburn, J.	2020	Disability, Urban Health Equity, and the Coronavirus Pandemic: Promoting Cities for All	Health & Wellbeing	Global	21
Report	A.C.S.C	2020	Australia's Community Sector & COVID-19: Impact of increased income support on community services	All	Australia	0
Journal Article	Davidson, Peter	2020	Inequality in Australia 2020, Part 1: overview-s impact of COVID-19 on income inequality	All	Australia	0

Table 20: Inequality Data Articles

Reference Type	Author	Year	Title	Practice Domain	Country	Citations
Book	Davidson, Peter; Bradbury, Bruce; Wong, Melissa; et al.	2020	Inequality in Australia 2020: Factsheet	All	Australia	0
Journal Article	Davidson, Peter; Bradbury, Bruce; Wong, Melissa; Hill, Trish	2020	Inequality in Australia 2020-part 2: who is affected and why	All	Australia	0
Journal Article	Davidson, Peter	2020	Inequality in Australia 2020-part 1: overview	All	Australia	0
Report	McManus, S.	2019	Inequality in Australia An Economic, Social and Political Disaster - Summary	All	Australia	0

Table 21: Socioeconomic Factor Articles

Reference Type	Author	Year	Title	Practice Domain	Socioeconomic Factor	Country	Citations
Book	Action, Youth	2018	Inequality in Australia: a young person's perspective	All	Affordable Housing, Education Funding, Government Policy, Access to Employment	Australia	?
Journal Article	August, M.	2014	Challenging the rhetoric of stigmatization: The benefits of concentrated poverty in Toronto's Regent Park	All	Access to Facilities, Access to Services, Quality of Social Networks, Physical Environment	Canada	66
Book	Bramley, G.; Bailey, N.	2017	Poverty and social exclusion in the UK: Volume 2 - The dimensions of disadvantage	All	Income, Access to Services, Access to Employment, Quality of Social Networks, Social Capital, Individual Health	UK	12
Journal Article	Bretherton, Joanne; Pleace, Nicholas	2011	A Difficult Mix: Issues in Achieving Socioeconomic Diversity in Deprived UK Neighbourhoods	All	Social Diversity	UK	56
Journal Article	Clark, William A. V.; van Ham, Maarten; Coulter, Rory	2014	Spatial mobility and social outcomes	All	Residential Mobility	UK	71
Journal Article	Cobb-Clark, Deborah A	2019	Intergenerational transmission of disadvantage in Australia	All	Intergenerational Transmission of Disadvantage	Australia	2
Book	Commission, Australian Government-Productivity	2018	Rising inequality? A stocktake of the evidence	All	Education Level, Educational Opportunity, Personal Motivation	Australia	21
Book	Commission, Australian Government-Productivity	2018	Rising inequality? A stocktake of the evidence: Highlights	All	Income	Australia	21

Journal Article	Crisp, R.; Pearson, S.; Gore, T.	2015	Rethinking the impact of regeneration on poverty: A (partial) defence of a 'failed' policy	All	Housing, Neighbourhood Safety, Physical Environment	England	5
Book	Davidson, Peter; Bradbury, Bruce; Wong, Melissa; et al.	2020	Inequality in Australia 2020: Factsheet	All	N/A	Australia	0
Journal Article	Davidson, Peter; Bradbury, Bruce; Wong, Melissa; Hill, Trish	2020	Poverty in Australia 2020-part 1: overview	All	Affordable Housing, Intergenerational transmission of disadvantage	Australia	19
Journal Article	Exeter, D. J.; Zhao, J.; Crengle, S.; Lee, A.; Browne, M.	2017	The New Zealand Indices of Multiple Deprivation (IMD): A new suite of indicators for social and health research in Aotearoa, New Zealand	All	Employment; Income; Crime; Housing; Individual Health; Education Level; Access to Services	New Zealand	37
Report	Australian Institute of Health Welfare	2019	Australia's welfare 2019: snapshots	All	Housing, Employment, Skills, Individual Health, Neighbourhood Safety, Social Engagement, Education Level	Australia	?
Journal Article	Lens, M. C.	2013	Subsidized Housing and Crime: Theory, Mechanisms, and Evidence	All	Crime, Violence	Non-context-specific	11
Journal Article	Vale, Lawrence J.; Shamsuddin, Shomon; Gray, Annemarie; Bertumen, Kassie	2014	Housing for Resilient Cities: What Affordable Housing Should Afford	All	Affordable Housing	Global	26
Journal Article	Cassen, Robert; Feinstein, Leon; Graham, Philip	2009	Educational outcomes: Adversity and resilience	Education	identify socio economic status, home learning environment, school system	Global	53
Journal Article	Green, T. L.	2015	Places of Inequality, Places of Possibility: Mapping “Opportunity in Geography”	Education	Access to Facilities, Access to Services	US	37

			Across Urban School-Communities				
Journal Article	Hansen, T.; Slagsvold, B.; Veenstra, M.	2017	Educational inequalities in late-life depression across Europe: results from the generations and gender survey	Education	Education Level	Europe	6
Journal Article	Le, Anh T; Miller, Paul W; Slutske, Wendy S; Martin, Nicholas G	2011	Opportunity and educational outcomes in Australia	Education	Socioeconomics, demographics	Australia	15
Journal Article	Miller, Paul; Mulvey, Charles; Martin, Nick	2001	Genetic and environmental contributions to educational attainment in Australia	Education	family background or common environmental factors	Australia	85
Journal Article	Cohen, Alison Klebanoff; Schuchter, Joseph W.	2013	Revitalizing Communities Together: The Shared Values, Goals, and Work of Education, Urban Planning, and Public Health	Education, Housing, Health & Wellbeing	Education Level, Physical Environment, Individual Health	Global	5
Book	Bill, Anthea	2005	Neighbourhood inequality: do small area interactions influence economic outcomes	Employment	Demographics, Housing	Australia	10
Journal Article	Saltkjel, T.; Malmberg-Heimonen, I.	2014	Social inequalities, social trust and civic participation-the case of Norway	Employment	Social Capital (Social Capital is defined as social trust and civic participation)	Norway	3
Journal Article	Flanagan, Kathleen; Martin, Chris; Jacobs, Keith; Lawson, Julie	2019	A conceptual analysis of social housing as infrastructure	Employment, Health & Wellbeing	Intergenerational transmission of disadvantage, Quality Housing, Affordable Housing	Australia	16
Journal Article	Permentier, Matthieu; Bolt, Gideon; van Ham, Maarten	2010	Determinants of Neighbourhood Satisfaction and Perception of Neighbourhood Reputation	Employment, Health & Wellbeing	Neighbourhood Reputation		170
Journal Article	Badland, Hannah; Whitzman, Carolyn; Lowe, Melanie;	2014	Urban liveability: emerging lessons from Australia for exploring the potential for	Health & Wellbeing	employment, food environment, housing, public open space,	Global	180

	Davern, Melanie; Aye, Lu; Butterworth, Iain; Hes, Dominique; Giles-Corti, Billie		indicators to measure the social determinants of health		social infrastructure, transport and walkability		
Journal Article	Baum, Scott; Arthurson, Kathy; Han, Jung Hoon	2015	Tenure social mix and perceptions of antisocial behaviour: An Australian example	Health & Wellbeing	Antisocial Behaviour	Australia	9
Journal Article	Blair, A.; Siddiqi, A.; Frank, J.	2018	Canadian report card on health equity across the life-course: Analysis of time trends and cross-national comparisons with the United Kingdom	Health & Wellbeing	Education Level, Access to Healthcare, Income	Canada	1
Journal Article	Braveman, Paula; Gottlieb, Laura	2014	The Social Determinants of Health: It's Time to Consider the Causes of the Causes	Health & Wellbeing	Income, Education Level	Non-context-specific	1203
Journal Article	Browne-Yung, K.; Ziersch, A.; Baum, F.	2016	Neighbourhood, Disorder, Safety and Reputation and the Built Environment: Perceptions of Low Income Individuals and Relevance for Health	Health & Wellbeing	Neighbourhood Reputation, Neighbourhood Safety	Australia	2
Journal Article	Burns, J. K.	2015	Poverty, inequality and a political economy of mental health	Health & Wellbeing	Income, Education Level, Employment	non-context-specific	36
Journal Article	Chahalis, E.; Daines, C.; Jensen, M.; Miller, J.	2020	HIA on affordable housing policies and its effect on health and services of vulnerable populations	Health & Wellbeing	Affordable Housing	US	0
Journal Article	Chapman, A.; Fujii, H.; Managi, S.	2019	Multinational life satisfaction, perceived inequality and energy affordability	Health & Wellbeing	Energy Affordability	Global	6

Journal Article	Coley, Rebekah Levine; Kull, Melissa; Leventhal, Tama; Lynch, Alicia Doyle	2014	Links with Children's Well-Being: Profiles of Housing and Neighborhood Contexts Among Low-Income Families	Health & Wellbeing	Affordable Housing, Quality Housing, Neighbourhood Safety	US	30
Journal Article	Cooper, Lisa A.; Purnell, Tanjala S.; Showell, Nakiya N.; Ibe, Chidinma A.; Crews, Deidra C.; Gaskin, Darrell J.; Foti, Kathryn; Thornton Rachel, L. J.	2018	Progress on Major Public Health Challenges: The Importance of Equity	Health & Wellbeing	Discrimination, Income, Social Diversity, Quality Housing, Education Funding, Access to Employment opportunities, Neighbourhood Safety, Access to Health Care, Access to Services	US	7
Book Section	Corburn, Jason	2018	PROMOTING HEALTH EQUITY THROUGH COMMUNITY PLANNING	Health & Wellbeing	Discrimination, Social Exclusion	US	?
Journal Article	Danso, K.	2017	Immigrant health disparities: Does neighborliness improve health?	Health & Wellbeing	Demographics, Income	US	1
Journal Article	Daoud, N.; Haque, N.; Gao, M.; Nisenbaum, R.; Muntaner, C.; O'Campo, P.	2016	Neighborhood settings, types of social capital and depression among immigrants in Toronto	Health & Wellbeing	Social Cohesion	Canada	11
Journal Article	Edwards, N.; Cohen, E. R. M.	2012	Joining up action to address social determinants of health and health inequities in Canada	Health & Wellbeing	Income, Education Level, Environment	Canada	1
Journal Article	Finkelstein, D. M.; Petersen, D. M.; Schottenfeld, L. S.	2017	Promoting children's physical activity in low-income communities in Colorado: What are the barriers and opportunities?	Health & Wellbeing	Housing Affordability, Neighbourhood Safety, Crimes, Access to Facilities, Access to Transport, Physical Environment, Access to Health Information, Social Capital	US	12
Report	Australian Institute of Health Welfare	2019	Australia's welfare 2019: in brief	Health & Wellbeing	Social Engagement, Quality of Social Networks, Wealth, Individual Health, Employment,	Australia	?

					Skills, Housing, Personal Behaviours, Demographics, Physical Environment, Governmental Policy, Economic Conditions		
Report	Australian Institute of Health Welfare	2020	Built environment and health	Health & Wellbeing	Physical Environment, Access to Transport, Access to Affordable & Good Quality Food, Housing	Australia	0
Report	Australian Institute of Health Welfare	2020	Social determinants of health	Health & Wellbeing	Socioeconomic Status, Early Childhood Experiences, Social Exclusion, Employment, Housing, Quality of Social Networks	Australia	0
Journal Article	Hernández, D.	2014	Affording Housing at the Expense of Health: Exploring the Housing and Neighborhood Strategies of Poor Families	Health & Wellbeing	Housing Affordability, Housing Quality, Neighbourhood Safety	US	16
Book	Hulse, Kath; Jacobs, Keith; Arthurson, Kathy; Spinney, Angela	2011	At home and in place? The role of housing in social inclusion	Health & Wellbeing	Affordable Housing	Australia	26
Journal Article	Kenyon, Kristi Heather; Forman, Lisa; Brolan, Claire E.	2018	Deepening the Relationship between Human Rights and the Social Determinants of Health: A Focus on Indivisibility and Power	Health & Wellbeing	Human Rights Policy	Global	9
Journal Article	Kim, D.; Saada, A.	2013	The social determinants of infant mortality and birth outcomes in western developed nations: A cross-country systematic review	Health & Wellbeing	Income, Area Effects, Social Capital, Social Policy	United States; Western Europe	129
Serial	Kondo, M. C.; Andreyeva, E.; South, E. C.; MacDonald, J. M.; Branas, C. C.	2018	Neighborhood Interventions to Reduce Violence	Health & Wellbeing	Violence	US	32

Journal Article	Lambie-Mumford, H.	2013	Regeneration and food poverty in the United Kingdom: Learning from the new deal for communities programme	Health & Wellbeing	Access to Affordable & Good Quality Food, Income Poverty	UK	4
Book	Madantpour, A.; Cars, G.; Allen, J.	2012	Social exclusion in European cities: Processes, experiences and responses	Health & Wellbeing	Social Exclusion	Europe	1
Generic	Marmot, Michael; Allen, Jessica J	2014	Social determinants of health equity	Health & Wellbeing	Social Qualities	US	366
Journal Article	McGill, E.; Egan, M.; Petticrew, M.; Mountford, L.; Milton, S.; Whitehead, M.; Lock, K.	2015	Trading quality for relevance: Non-health decision-makers' use of evidence on the social determinants of health	Health & Wellbeing	Access to Services, Local Government Policy	Global	29
Journal Article	Newman, Lareen; Javanparast, Sara; Baum, Fran; Hutchinson, Claire	2014	Evidence Review; Settings for Addressing the Social Determinants of Health Inequities	Health & Wellbeing	Individual Health, Housing	Global	5
Journal Article	Ottersen, O. P.; Dasgupta, J.; Blouin, C.; Buss, P.; Chongsuvivatwong, V.; Frenk, J.; Fukuda-Parr, S.; Gawanas, B. P.; Giacaman, R.; Gyapong, J.; Leaning, J.; Marmot, M.; McNeill, D.; Mongella, G. I.; Moyo, N.; Møgedal, S.; Ntsaluba, A.; Ooms, G.; Bjertness, E.; Lie, A. L.; Moon, S.;	2014	The political origins of health inequity: Prospects for change	Health & Wellbeing	Global Political Policy	Global	270

	Roalkvam, S.; Sandberg, K. I.; Scheel, I. B.						
Journal Article	Poortinga, Wouter	2012	Community resilience and health: The role of bonding, bridging, and linking aspects of social capital	Health & Wellbeing	Social Capital	UK	187
Journal Article	Prattley, J.; Buffel, T.; Marshall, A.; Nazroo, J.	2020	Area effects on the level and development of social exclusion in later life	Health & Wellbeing	Access to Facilities, Access to Services, Social Capital, Physical Activity Level, Quality of Social Networks	UK	6
Journal Article	Shield, Margaret; Graham, Melissa; Taket, Ann	2011	Neighbourhood renewal in Victoria, Australia: An effective way to address social inclusion	Health & Wellbeing	Access to Services, Social Capital	Australia	13
Journal Article	Smets, Peer; Sneep, Karin	2017	Tenure mix: apart or together? Home-making practices and belonging in a Dutch street	Health & Wellbeing	Length of Stay, Sense of Belonging, Home-making Practices, Social Diversity	Netherlands	15
Journal Article	Pineo, Helen; Glonti, Ketevan; Rutter, Harry; Zimmermann, Nici; Wilkinson, Paul; Davies, Michael	2018	Urban health indicator tools of the physical environment: a systematic review	Health & Wellbeing, Liveability	H&W (Individual Health, Access to Transport, Income, Employment, Personal Behaviours, Housing, Education Level, Access to Health Care, Access to Services, Crime, Neighbourhood Safety) Liveability ((Access to Transport, Income, Employment, Personal Behaviours, Housing, Education Level, Access to Health Care, Access to Services, Crime, Neighbourhood Safety) Liveability, Physical Activity, Cultural Activity, Physical Environment, Social Capital)	non-context-specific	20

Journal Article	Hulse, Kath; Jacobs, Keith; Arthurson, Kathy; Spinney, Angela	2012	How does the concept of social inclusion play a role in housing policy?	Housing	Housing, Access to Facilities	Australia	1
Report	Leishman, C.; Ong, R.; Lester, L.; Liang, W.	2020	Supporting Australia's Housing System: Modelling Pandemic Policy Responses	Housing	HAS	Australia	0
Journal Article	Orfield, M.; Stancil, W.; Luce, T.; Myott, E.	2015	High Costs and Segregation in Subsidized Housing Policy	Housing	Affordable Housing	US	12
Report	Polikoff, Alexander	2015	Housing Mobility: Why Is It So Controversial?	Housing	Residential Mobility	US	?
Journal Article	Rowley, Steven	2012	Housing affordability, housing stress and household wellbeing in Australia	Housing	HAS, Household Wellbeing	Australia	103
Book Section	Sard, B.	2018	Enabling more families with housing vouchers to access higher-opportunity neighbourhoods	Housing	Access to Affordable & Good Quality Food, Neighbourhood Safety, Access to Employment, Access to Transport, Childcare	US	0
Journal Article	Sarkar, Somwrita; Searle, Glen	2017	City sizes and economic inequality: role for urban planning?	Housing	City Size & Expansion Rate	Australia	0
Journal Article	Skobba, Kimberly; Goetz, Edward G.	2013	Mobility Decisions of Very Low-Income Households	Housing	Residential Mobility, Neighbourhood Income Mix	US	51
Journal Article	Wiesel, Ilan	2014	Mobilities of Disadvantage: The Housing Pathways of Low-income Australians	Housing	Residential Mobility	Australia	47
Journal Article	Beer, Andrew; Bentley, Rebecca; Baker, Emma; Mason, Kate; Mallett, Shelley; Kavanagh, Anne ; LaMontagne, Tony	2016	Neoliberalism, economic restructuring and policy change: Precarious housing and precarious employment in Australia	Housing, Employment	Governmental Policy	Australia	51
Journal Article	Riley, Sarah F.; Nguyen, Giang; Manturuk, Kim	2015	House price dynamics, unemployment, and the	Housing, Employment	Affordable Housing, Residential Mobility	US	10

			mobility decisions of low-income homeowners				
Journal Article	Lowe, Melanie; Whitzman, Carolyn; Badland, Hannah; Davern, Melanie; Aye, Lu; Hes, Dominique; Butterworth, Iain; Giles-Corti, Billie	2015	Planning healthy, liveable and sustainable cities: How can indicators inform policy?	Housing, Health & Wellbeing	See Table p.11	Australia & Global	100
Journal Article	Owens, Ann; Clampet-Lundquist, Susan	2017	Housing mobility and the intergenerational durability of neighborhood poverty	Housing, Health & Wellbeing	Residential Mobility	US	7
Journal Article	Read, Dustin C.; Tsvetkova, Alexandra	2012	Housing and Social Issues - A Cross Disciplinary Review of the Existing Literature	Housing, Health & Wellbeing	Affordable Housing	US	18
Journal Article	Shaw, Mary	2004	Housing and public health	Housing, Health & Wellbeing	Affordable Housing	UK	699
Journal Article	Thomson, H.; Thomas, S.; Sellstrom, E.; Petticrew, M.	2013	Housing improvements for health and associated socioeconomic outcomes	Housing, Health & Wellbeing	Energy Affordability	Non-context-specific	165
Journal Article	Colomb, C.	2011	Urban regeneration and policies of 'social mixing' in British cities: A critical assessment	Housing, Liveability, Health & Wellbeing	Area effect (Neighbourhood) (Area effect "hypothesizes that a high concentration of poor, or ethnic minority, people in specific areas reinforces and perpetuates poverty and exclusion)	UK	3
Journal Article	Ciorici, P.; Dantzler, P.	2019	Neighborhood Satisfaction: A Study of a Low-Income Urban Community	Liveability	Quality of Social Networks, Physical Environment, Neighbourhood Safety, and Access to Facilities	UK	9
Journal Article	Eby, Jeanette; Kitchen, Peter; Williams, Allison	2012	Perceptions of Quality Life in Hamilton's Neighbourhood Hubs: A Qualitative Analysis	Liveability	Housing Affordability, Housing Quality, Social Cohesion, Neighbourhood Safety, Crime	Canada	13

					Levels, Physical Environment, Access to Transport		
Journal Article	Kaiser, M. L.; Hand, M. D.; Pence, E. K.	2020	Individual and community engagement in response to environmental challenges experienced in four low-income urban neighborhoods	Liveability	Crime, Access to Affordable & Good Quality Food, Individual Health, Physical Environment	US	0
Journal Article	Ma, Liang; Kent, Jennifer L.; Mulley, Corinne	2018	Transport disadvantage, social exclusion, and subjective well-being: The role of the neighborhood environment—evidence from Sydney, Australia	Liveability	Access to Transport	Australia	20
Journal Article	Osborne, Katy; Ziersch, Anna M.; Baum, Fran Elaine; Gallaher, Gilbert	2012	Australian Aboriginal Urban Residents' Satisfaction with Living in Their Neighbourhood; Perceptions of the Neighbourhood Socio-cultural Environment and Individual Socio-demographic Factors	Liveability, Health & Wellbeing	Quality of Social Networks, Neighbourhood Safety	Australia	18
Journal Article	Pastor, M.; Morello-Frosch, R.	2014	Integrating public health and community development to tackle neighborhood distress and promote well-being	Liveability, Health & Wellbeing	Income, Discrimination	US	24

Table 22: Intervention Articles

Reference Type	Author	Year	Title	Practice Domain	Intervention	Evaluated?	Country	Citations
Journal Article	Beebeejaun, Yasminah;	2011	Is the 'New Deal for Communities' a New Deal for Equality? Getting	All	Community Engagement	Case Study only	UK	27

	Grimshaw, Lucy		Women on Board in Neighbourhood Governance					
Journal Article	Brail, Shauna; Kumar, Nishi	2017	Community leadership and engagement after the mix: The transformation of Toronto's Regent Park	All	Mixed-Income Development, Community Engagement	Y	Canada	10
Journal Article	Carlisle, Sandra	2010	Tackling health inequalities and social exclusion through partnership and community engagement? A reality check for policy and practice aspirations from a Social Inclusion Partnership in Scotland	All	(Social Inclusion Partnership (SIP)	Y	Scotland	19
Journal Article	Chapple, Karen; Zuk, Miriam	2016	The Use of Neighborhood Early Warning Systems for Gentrification and Displacement; Forewarned	All	Neighbourhood Early Warning Systems for Gentrification and Displacement	N - Theoretical	US	46
Journal Article	Chaskin, Robert J.; Joseph, Mark L.	2010	Building "Community" in Mixed-Income Developments Assumptions, Approaches, and Early Experiences	All	Mixed-Income Development	Y	US	66
Journal Article	Clark, Jelisa; Negrey, Cynthia	2017	Hope for Cities or Hope for People: Neighborhood Development and Demographic Change	All	Mixed-Income Development	Y	US	1
Journal Article	Crimeen, A., Bernstein, M., Zapart, S., Haigh, F.	2018	Place-based Interventions: A Realist Informed Literature Review	All	Place-based Initiative	Y - Literature Review	Australia	0
Journal Article	Foster, Nicole; Grodach, Carl; Murdoch, James, III	2016	NEIGHBORHOOD DIVERSITY, ECONOMIC HEALTH, AND THE ROLE OF THE ARTS	All	Neighbourhood Arts Initiative	Y	US	7

Journal Article	Fraser, James C.; Chaskin, Robert J.; Bazuin, Joshua Theodore	2013	Making Mixed-Income Neighborhoods Work for Low-Income Households	All	Mixed-Income Development	N	US	37
Book Section	Galster, George C.	2013	Neighborhood Social Mix: Theory, Evidence, and Implications for Policy and Planning	All	Mixed-Income Development	N - Theoretical	UK and US	78
Journal Article	Greco, L. S.	2013	Communicating, collaborating, and coordinating to revitalize New Jersey neighborhoods	All	Community Development	N	US	0
Journal Article	Hyra, Derek	2013	Commentary: Mixed-Income Housing: Where Have We Been and Where Do We Go from Here?	All	Mixed-Income Development	N	non-context-specific	26
Journal Article	Jarvis, David; Berkeley, Nigel; Broughton, Kevin	2012	Evidencing the impact of community engagement in neighbourhood regeneration: the case of Canley, Coventry	All	Neighbourhood Renewal, Community Engagement	Case Study only	UK	43
Journal Article	Joseph, Mark; Chaskin, Robert	2010	Living in a Mixed-Income Development: Resident Perceptions of the Benefits and Disadvantages of Two Developments in Chicago	All	Mixed-Income Development	Y	US	123
Journal Article	McGuinness, S.; Bergin, A.; Whelan, A.	2017	Using monitoring data to assess community development: Evidence from Ireland	All	Community Development	Y	Ireland	1
Book	McLaughlin, T.	2016	Community-focused assistance and development: Selected programs and analyses	All	Community Development	N	US	?
Book	Metzger, M. W.; Webber, H. S.	2018	Facing segregation: Housing policy solutions for a stronger society	All	Community Development	N	US	4
Book Section	Patterson, K. L.; Ranahan, M.; Silverman,	2018	Community development through participatory, engaged, and critical analysis	All	Participatory Action	N - Theoretical	non-context-specific	1

	R. M.; Nochajski, T. H.							
Conference Proceedings	Prior, JH	2007	Redressing neighbourhood disadvantage: towards a sustainable partnership model driven by local government	All	Local Government Integrative Governance Framework	Case Study only	Australia	1
Journal Article	Read, Dustin; Sanderford, Drew	2017	Examining Five Common Criticisms of Mixed-Income Housing Development Found in the Real Estate, Public Policy, and Urban Planning Literatures	All				7
Book Section	Spar, K.	2016	Community services block grants (CSBG): Background and funding	All	Community Development	N	US	4
Journal Article	Thurber, Amie; Bohmann Claire, Riehle; Heflinger, Craig Anne	2018	Spatially integrated and socially segregated: The effects of mixed-income neighbourhoods on social well-being	All	Mixed-Income Development	Y - Systematic Review	non-context-specific	12
Journal Article	Wynne, L.	2020	Empowerment and the individualisation of resistance: A Foucauldian perspective on Theatre of the Oppressed	All	Community Education Program	Y	Australia	0
Journal Article	Hanka, M. J.; Gilderbloom, J. I.; Meares, W. L.; Khan, M.; Wresinski, K. E.	2015	Measuring job creation for HOPE VI: a success story for community development efforts	Education	Mixed-Income Development	Y	US	1
Book	R.C.H	2012	Place-based initiatives transforming communities: proceedings from the place-based approaches round table	Education, Health & Wellbeing	Place-based Initiative	N - Theoretical	Australia	?

Journal Article	Sharpe, P. A.; Flint, S.; Burroughs-Girardi, E. L.; Pekuri, L.; Wilcox, S.; Forthofer, M.	2015	Building Capacity in Disadvantaged Communities: Development of the Community Advocacy and Leadership Program	Education, Health & Wellbeing	Education Program	Y	US	2
Journal Article	Loibl, C.; Durham, J.; Moulton, S.	2018	Rich opportunities from collaboration with a state housing finance agency	Education, Housing	Community Education Program, Community Engagement	Y	US	0
Journal Article	Rosenblatt, P.; DeLuca, S.	2017	What Happened in Sandtown-Winchester? Understanding the Impacts of a Comprehensive Community Initiative	Education, Housing, Employment	Neighbourhood Renewal	Y	US	2
Book	Department of Human Services,	2007	Neighbourhood renewal: learning and working together	Education, Liveability, Employment	Neighbourhood Renewal	Y	Australia	?
Journal Article	Kelaher, Margaret; Warr, Deborah J.; Tacticos, Theonie	2010	Evaluating health impacts: Results from the neighbourhood renewal strategy in Victoria, Australia	Education, Liveability, Health & Wellbeing	Neighbourhood Renewal	Y	Australia	19
Journal Article	Modestino, A. S.; Paulsen, R. J.	2019	Reducing inequality summer by summer: Lessons from an evaluation of the Boston Summer Youth Employment Program	Employment	Employment Program	Y	US	1
Journal Article	Meares, W. L.; Riggs, W.	2016	Walkability and the benefits of place-based housing: an examination of Louisville's HOPE VI neighborhoods	Employment, Health & Wellbeing	Community Development	Y	US	2
Journal Article	Alicea-Planas, Jessica; Sullivan, Kelly;	2019	Planting Seeds to Grow Healthy Children: Strategic Community Partnerships	Health & Wellbeing	Food Access Initiative	Y	US	0

	Tran, Hang; Cruz, Anna							
Journal Article	Attree, Pamela; French, Beverley; Milton, Beth; Povall, Susan; Whitehead, Margaret; Popay, Jennie	2011	The experience of community engagement for individuals: a rapid review of evidence	Health & Wellbeing	Community Engagement	Y	UK	76
Journal Article	Bleasdale, Tommy; Crouch, Carolyn; Harlan, Sharon L.	2010	Community gardening in disadvantaged neighborhoods in Phoenix, Arizona: Aligning programs with perceptions	Health & Wellbeing	Food Access Initiative, Community Garden	Y	US	8
Journal Article	Boelens, M.; Windhorst, D. A.; Jonkman, H.; Hosman, C. M. H.; Raat, H.; Jansen, W.	2019	Evaluation of the promising neighbourhoods community program to reduce health inequalities in youth: A protocol of a mixed-methods study	Health & Wellbeing	Neighbourhood Renewal	Y	Netherlands	1
Journal Article	Braunstein, S.; Lavizzo-Mourey, R.	2011	How the health and community development sectors are combining forces to improve health and well-being	Health & Wellbeing	Public Health & Housing Integration	N - policy recommendations only	US	22
Journal Article	Campbell-Voytal, Kimberly	2010	Phases of "pre-engagement" capacity building: discovery, exploration, and trial alliance	Health & Wellbeing	Community Education Program, Community Engagement	Y	US	9
Journal Article	Chrisinger, B. W.; Ramos, A.; Shaykis, F.;	2018	Leveraging citizen science for healthier food environments: A pilot	Health & Wellbeing	Food Access Initiative	Y	UK	7

	Martinez, T.; Banchoff, A. W.; Winter, S. J.; King, A. C.		study to evaluate corner stores in Camden, New Jersey					
Journal Article	Corburn, Jason; Curl, Shasa; Arredondo, Gabino	2014	A Health-In-All-Policies Approach Addresses Many of Richmond, California's Place-Based Hazards, Stressors	Health & Wellbeing	Community Development, Health Policy	N	US	8
Journal Article	Cyril, S.; Smith, B. J.; Possamai-Inesedy, A.; Renzaho, A. M. N.	2015	Exploring the role of community engagement in improving the health of disadvantaged populations: A systematic review	Health & Wellbeing	Community Engagement	Y	Non-context-specific	81
Journal Article	Czupich, M.	2020	Sport as an instrument of social development-the example of London	Health & Wellbeing	Physical Activity Program	Y	UK	0
Journal Article	De Andrade, M.	2016	Tackling health inequalities through asset-based approaches, co-production and empowerment: Ticking consultation boxes or meaningful engagement with diverse, disadvantaged communities?	Health & Wellbeing	Asset-based Approach, Co-production	Y	Scotland	2
Journal Article	Demant, L.; Lawrence, J.	2018	Back on Track: The challenges of implementing a small place-based Collective Impact initiative	Health & Wellbeing	Integrated Health Service Initiative	Y	Australia	2
Journal Article	Egan, M.; Kearns, A.; Katikireddi, S. V.; Curl, A.; Lawson, K.; Tannahill, C.	2016	Proportionate universalism in practice? A quasi-experimental study (GoWell) of a UK neighbourhood renewal programme's impact on health inequalities	Health & Wellbeing	Neighborhood Renewal (housing focused)	Y	UK	26

Journal Article	Erickson, D.; Andrews, N.	2011	Partnerships among community development, public health, and health care could improve the well-being of low-income people	Health & Wellbeing	Public Health & Housing Integration	N (framework only)	US	26
Journal Article	Farquhar, S. A.; Chen, R.; Matheson, A.; Forsyth, J.; Ursua, M.	2019	Seattle's Yesler Terrace Redevelopment: Assessing the Impact of Multisector Strategies on Redevelopment Plans and Community Health	Health & Wellbeing	Community Development	Y	US	2
Journal Article	Forrest-bank, Shandra S.; Nicotera, Nicole; Bassett, Dawn Matera; Ferrarone, Peter	2016	Effects of an Expressive Art Intervention with Urban Youth in Low-Income Neighborhoods: C & A	Health & Wellbeing	Neighbourhood Arts Initiative	Y	US	22
Journal Article	Gavin, V. R.; Seeholzer, E. L.; Leon, J. B.; Chappelle, S. B.; Sehgal, A. R.	2015	If we build it, we will come: A model for community-led change to transform neighborhood conditions to support healthy eating and active living	Health & Wellbeing	Community Engagement, Community Education Program	Y	US	6
Journal Article	Gomez, M. B.	2017	Neoliberalization's Propagation of Health Inequity in Urban Rebuilding Processes: The Dependence on Context and Path	Health & Wellbeing	Neighborhood Renewal	N	US	0
Journal Article	Hatchett, L.; Brown, L.; Hopkins, J.; Larsen, K.; Fournier, E.	2015	"Something good can grow here": Chicago urban agriculture food projects	Health & Wellbeing	Food Access Initiative	Y	US	5
Journal Article	Jalaludin, B.; Maxwell, M.; Saddik, B.;	2012	A pre-and-post study of an urban renewal program in a socially	Health & Wellbeing	Neighborhood renewal	Y	Australia	14

	Lobb, E.; Byun, R.; Gutierrez, R.; Paszek, J.		disadvantaged neighbourhood in Sydney, Australia					
Journal Article	Jaskiewicz, L.; Dombrowski, R. D.; Barnett, G. M.; Mason, M.; Welter, C.	2016	Training local organizations to support healthy food access: Results from a year-long project	Health & Wellbeing	Food Access Initiative	Y	US	4
Journal Article	Johnstone, P. W.	2019	A case study of new approaches to address health inequalities: Due North five years on	Health & Wellbeing	Health Policy	Y	UK	0
Journal Article	Jutte, D. P.; Miller, J. L.; Erickson, D. J.	2015	Neighborhood adversity, child health, and the role for community development	Health & Wellbeing	Community Development	N	US	27
Journal Article	Marinescu, L. G.; Sharify, D.; Krieger, J.; Saelens, B. E.; Calleja, J.; Aden, A.	2013	Be active together: Supporting physical activity in public housing communities through women-only programs	Health & Wellbeing	Physical Activity Program	N	US	14
Journal Article	McCabe, A.; Davis, A.	2012	Community development as mental health promotion: Principles, practice and outcomes	Health & Wellbeing	Community Development	Y	UK	11
Journal Article	Mmako, N. J.; Capetola, T.; Henderson-Wilson, C.	2019	Sowing social inclusion for marginalised residents of a social housing development through a community garden	Health & Wellbeing	Community Garden	Y	Canada	1
Journal Article	O'Mara-Eves, A.; Brunton, G.; Oliver, S.; Kavanagh, J.; Jamal, F.; Thomas, J.	2015	The effectiveness of community engagement in public health interventions for disadvantaged groups: A meta-analysis	Health & Wellbeing	Community Engagement	Y - Systematic Review	OECD Countries	101
Journal Article	Phillips, G.; Renton, A.;	2012	The Well London program - a cluster randomized trial of community	Health & Wellbeing	Community Engagement	Y	UK	17

	Moore, D. G.; Bottomley, C.; Schmidt, E.; Lais, S.; Yu, G.; Wall, M.; Tobi, P.; Frostick, C.; Clow, A.; Lock, K.; Petticrew, M.; Hayes, R.		engagement for improving health behaviors and mental wellbeing: baseline survey results					
Journal Article	Quinn, N.; Knifton, L.	2012	Positive mental attitudes: How community development principles have shaped a ten-year mental health inequalities programme in Scotland	Health & Wellbeing	Community Development	N	UK	4
Journal Article	Robinson, T.; Brown, H.; Norman, P. D.; Fraser, L. K.; Barr, B.; Bambra, C.	2019	The impact of New Labour's English health inequalities strategy on geographical inequalities in infant mortality: A time-trend analysis	Health & Wellbeing	Health Policy	Y	UK	7
Journal Article	Rogerson, B.; Lindberg, R.; Givens, M.; Wernham, A.	2014	A simplified framework for incorporating health into community development initiatives	Health & Wellbeing	Community Development	N (framework only)	Global	7
Journal Article	Romeo-Velilla, M.; Ellis, N.; Hurst, G.; Grogan, S.; Gidlow, C.	2018	A qualitative study of disengagement in disadvantaged areas of the UK: 'You come through your door and you lock that door'	Health & Wellbeing	Community Education Program, Community Engagement	Y	UK	3
Journal Article	Rowel, R.; Sheikhattari, P.; Barber, T. M.; Evans-Holland, M.	2012	Introduction of a guide to enhance risk communication among low-income and minority populations: A grassroots community engagement approach	Health & Wellbeing	Health Promotion, Community Education Program	N - guidelines only	US	19

Journal Article	Schnake-Mahl, Alina S.; Jahn, Jaquelyn L.; Subramanian, S. V.; Waters, Mary C.; Arcaya, Mariana	2020	Gentrification, Neighborhood Change, and Population Health: A Systematic Review	Health & Wellbeing	Neighborhood renewal	Y - Systematic Review	US	6
Journal Article	Shield, Margaret; Graham, Melissa; Taket, Ann	2011	Neighbourhood renewal in Victoria, Australia: An effective way to address social inclusion	Health & Wellbeing	Neighborhood renewal	Y	Australia	13
Journal Article	Smallwood, Stacy W.; Freedman, Darcy A.; Pitner, Ronald O.; Sharpe, Patricia A.; Cole, Jennie Ann; Hastie, Shanna; Hunter, Brittney	2015	Implementing a Community Empowerment Center to Build Capacity for Developing, Implementing, and Sustaining Interventions to Promote Community Health	Health & Wellbeing	Community Engagement	Y	US	10
Journal Article	South, Jane; Stansfield, Jude; Fenton, Kevin	2015	Putting communities at the heart of public health	Health & Wellbeing	Community Engagement	N (framework only)	UK	4
Journal Article	Stasi, S.; Spengler, J.; Maddock, J.; McKyer, L.; Clark, H.	2019	Increasing Access to Physical Activity Within Low Income and Diverse Communities: A Systematic Review	Health & Wellbeing	Physical Activity Program	Y - Systematic Review	Global	2

Journal Article	Thornton, Rachel L. J.; Glover, Crystal M.; Cené, Crystal W.; Glik, Deborah C.; Henderson, Jeffrey A.; Williams, David R.	2016	Evaluating Strategies for Reducing Health Disparities by Addressing the Social Determinants of Health	Health & Wellbeing	Multiple	Y - Literature Review	US	164
Journal Article	Warr, D. J.; Mann, R.; Kelaher, M.	2013	'A lot of the things we do... people wouldn't recognise as health promotion': Addressing health inequalities in settings of neighbourhood disadvantage	Health & Wellbeing	Health Promotion	Y	Australia	10
Journal Article	Ahn, Y. H.; Wang, Y.; Lee, K. H.; Jeon, M. H.	2014	The greening of affordable housing through public and private partnerships: Development of a model for green affordable housing	Housing	Affordable Housing Initiative (Green)	Case Study only	US	5
Journal Article	Giusti, C.; Estevez, L.	2011	Microlending for housing in the United States. A case study in Colonias in Texas	Housing	Affordable Housing Initiative	y	US	10
Journal Article	Hearne, R.; Kenna, P.	2014	Using the human rights based approach to tackle housing deprivation in an irish urban housing estate	Housing	HRBA (human rights based approach)	Case Study only	Ireland	4
Book	Holland, Jacki; Bruinhout, Sherri; Malavisi, Aldo	2004	Place-based strategies, Collingwood and Fitzroy public housing estates	Housing	Community Development, Community Engagement	N	Australia	?
Journal Article	Howell, K. L.	2016	Planning for empowerment: Upending the traditional approach to planning for affordable housing in the face of gentrification	Housing	Participatory Action	N	US	4

Journal Article	Howell, K. L.	2020	Winning in a “lose-lose” environment of economic development: housing, community empowerment, and neighborhood redevelopment in the Columbia Heights neighborhood of Washington, DC	Housing	Affordable Housing Initiative	N	US	0
Serial	Johnson, M. S.	2012	The neighborhood divide: Poverty, place, and low-income housing in metropolitan Richmond, Virginia (USA)	Housing	Affordable Housing Initiative	Y	US	1
Journal Article	Lubell, Jeffrey	2016	Preserving and Expanding Affordability in Neighborhoods Experiencing Rising Rents and Property Values	Housing	Affordable Housing Policy	N (framework only)	US	29
Journal Article	Milligan, V.; Pawson, H.; Phillips, R.; Martin, C.	2017	Developing the scale and capacity of Australia's affordable housing industry	Housing	Affordable Housing Initiative	Y	Australia	9
Book	Wood, Gavin; Cigdem, Melek	2012	Cost-effective methods for evaluation of neighbourhood renewal programs	Housing	Neighbourhood Renewal	Y	Australia	13
Journal Article	Yerena, A.	2015	The Impact of Advocacy Organizations on Low-Income Housing Policy in U.S. Cities	Housing	Affordable Housing Initiative	Y	US	4
Journal Article	Breysse, Jill; Jacobs, David E.; Weber, William; Dixon, Sherry; Kawecki, Carol; Aceti, Susan; Lopez, Jorge	2011	Health Outcomes and Green Renovation of Affordable Housing	Housing, Health & Wellbeing	Affordable Housing Initiative (Green)	Y	US	86

Journal Article	Bylander, Jessica	2014	Healthy Futures Fund Links Housing, Health	Housing, Health & Wellbeing	Neighbourhood Renewal Funding Program	N	US	2
Journal Article	Phillips, Brian; Katz, Deb	2018	Designing for Impact: Tools for Reducing Disparities in Health	Housing, Health & Wellbeing	House Design	N - Theoretical	US	0
Book Section	Scanlon, E.	2014	Low-income homeownership policy as a community development strategy	Housing, Health & Wellbeing	Affordable Housing Initiative	N - Theoretical	US	51
Journal Article	Shamasunder, B.; Mason, R.; Ippoliti, L.; Robledo, L.	2015	Growing together: Poverty alleviation, community building, and environmental justice through home gardens in Pacoima, Los Angeles	Housing, Health & Wellbeing	Home Gardens	Y	US	3
Journal Article	Sharpe, Richard A.; Taylor, Tim; Fleming, Lora E.; Morrissey, Karyn; Morris, George; Wigglesworth, Rachel	2018	Making the Case for "Whole System" Approaches: Integrating Public Health and Housing	Housing, Health & Wellbeing	Public Health & Housing Integration	N - Theoretical	Non-context-specific	12
Journal Article	Smith, M. M.; Hevener, C. C.	2011	The Impact of Housing Rehabilitation on Local Neighborhoods: The Case of Small Community Development Organizations	Housing, Health & Wellbeing	Affordable Housing Initiative, Community Education Program		US	7
Journal Article	Teixeira, S.; Kolke, D.	2017	Using local data to address abandoned property: Lessons learned from a community health partnership	Housing, Health & Wellbeing	Blight Remediation (an intervention to address	N	US	1

					property abandonment)			
Journal Article	Tually, S.; Beer, A.; McLoughlin, P.	2011	Housing assistance, social inclusion and people living with a disability	Housing, Health & Wellbeing	Affordable Housing Initiative	Y - Literature & Policy Review	Australia	3
Journal Article	Delmelle, E. C.; Morrell, E.; Bengle, T.; Howarth, J.; Sorensen, J.	2017	The effectiveness of Habitat for Humanity as a neighborhood stabilization program: The case of Charlotte, North Carolina	Housing, Liveability	Affordable Housing Initiative	Y	US	1
Journal Article	Randolph, Bill; Freestone, Robert	2012	Housing Differentiation and Renewal in Middle-ring Suburbs: The Experience of Sydney, Australia	Housing, Liveability	Neighbourhood Renewal	N (framework only)	Australia	50
Journal Article	Fromm, Dorit	2012	Seeding Community: Collaborative Housing as a Strategy for Social and Neighbourhood Repair	Housing, Liveability, Health & Wellbeing	Collaborative Housing	Case Study only	Australia and Global	88
Journal Article	Uitermark, Justus; Loopmans, Maarten	2013	Urban renewal without displacement? Belgium's 'housing contract experiment' and the risks of gentrification	Housing, Liveability, Health & Wellbeing	Affordable Housing Initiative	N (framework only)	Belgium	35
Book Section	Thurber, Amie	2018	Keeping More Than Homes: A More Than Material Framework for Understanding and Intervening in Gentrifying Neighbourhoods	Liveability	Participatory Action	N	US	3
Journal Article	Patulny, Roger Vincent; Morris, Alan	2012	Questioning the Need for Social Mix: The Implications of Friendship Diversity amongst Australian Social Housing Tenants	Liveability, Employment, Health & Wellbeing	Mixed-Income Development	Y	Australia	18
Journal Article	Peters, R. V.; Petrunka, K.; Khan, S.; Howell-Moneta, A.; Nelson, G.;	2016	Cost-savings analysis of the better beginnings, better futures community-based project for young children and their families: A 10-year follow-up	Liveability, Employment, Health & Wellbeing	Community Engagement	Y	Canada	6

	Pancer, S. M.; Loomis, C.							
Journal Article	Carnegie, A.; Norris, M.	2015	Strengthening communities, building capacity, combating stigma: exploring the potential of culture-led social housing regeneration	Liveability, Health & Wellbeing	Culture-led social housing regeneration	Y	Ireland	2
Journal Article	Goodwin, S.; Young, A.	2013	Ensuring Children and Young People Have a Voice in Neighbourhood Community Development	Liveability, Health & Wellbeing	Community Engagement	Y	Australia	11
Journal Article	Pastor, M.; Morello-Frosch, R.	2014	Integrating public health and community development to tackle neighborhood distress and promote well-being	Liveability, Health & Wellbeing	Public Health & Housing Integration	N	US	24
Conference Proceedings	Wood, Martin	2001	Resident Participation, social cohesion and sustainability in neighbourhood renewal: developing best practice models	Liveability, Health & Wellbeing	Community Engagement	Y	Australia	22

Appendix D

Analysis: Impact of COVID-19 Pandemic on the Housing Market

We adopt a Difference-In-Differences (DID) research approach to test how the response of housing price to the COVID pandemic in the three focal suburbs is different from the rest VIC area. We consider the impact of COVID pandemic as a "treatment" performed to the housing market, and three focal suburbs as the "treatment area." We also identify four reference group for comparison, and we will discuss these four reference groups in details later. The DID approach which can effectively rule out the endogeneity bias and the omitted-variable bias. This research method has been used in recent papers by Sumit Agarwal and Qian (2014); Feng and Lu (2013), and Liang et al. (2021) which investigate how housing prices are influenced by exogenous events similar to the COVID pandemic. The DID baseline model is developed as below:

$$\log(Price_{i,t}) = \alpha + \beta_1(\,Treatment\ Period_i\ XFocalSuburbs_i\,) + \beta_2(FocalSuburns_i\,) + \beta_3(Treatment\ Period_i) + X'_{i,t}\theta + \gamma_t + \mu_t + \delta_{postcode/suburb} + \varepsilon_{i,t} \qquad \text{Eq(1)}$$

The state of Victoria officially entered a state of emergency because of the intensifying COVID situation on 16 March 2020, and a series of preventive measures and restrictions were implemented after that. Accordingly, we identify the period from 16 March 2020 to 31 October (most updated data we can get so far) as the treatment period which is indicated by the dummy variable "$\boldsymbol{Treatment\ Period_i}$". We consider the time period from 30 June 2019 to 24 January 2020 as the reference period. We use dummy variables "$FocalSuburbs_i$" to indicate the area of the three focal suburbs as treatment groups. Further, we winsorize the property transactional/rental price at 0.01 level and then calculate its logarithm "$\boldsymbol{ln\ (Price_{i,t})}$" as the dependent variable in the regression model. We include "$\boldsymbol{X'}$", which stands for hedonic variables, including the number of bedrooms, bathrooms, number of parking slots, logarithm of land/area size[5], and logarithm of distance to Melbourne CBD centre. Additionally, we put in year fixed effect "γ_t", month fixed effect "μ_t", post code or suburb fixed effect "$\delta_{postcode/suburb}$", and cluster the standard errors at the suburb or postcode level. We run the Eq(1) with different reference groups and present the corresponding tests in columns (1) to (5) in each table. The column (1) to (5) in each table presents the tests results using reference groups as entire VIC, Inner Melbourne, Metropolitan Melbourne, regional VIC, and Greater Geelong. We present the test results in Panels A to D in Table.1 using house transactional data, unit transactional data, house rental data, and unit rental data respectively. We present the statistical description of the database below.

Table 2A.1: Impact of COVID Pandemic on House Price

Panel. A House Transactional Sample

VARIABLES	(1) VIC	(2) InnerMel	(3) MetropolitanMel	(4) RegionalVIC	(5) GreaterGeelong
TPxFocalSuburbs	0.00311	0.0674***	0.0419**	-0.0116	-0.000990
	(0.213)	(3.242)	(2.525)	(-0.816)	(-0.0641)
TreatmentPeriod	0.049***	0.0378	0.00781	0.0644***	0.0638***
	(10.20)	(1.029)	(0.438)	(9.141)	(3.830)
FocalSuburbs	-0.384**	-0.791*	-0.289	-0.434*	0.104
	(-2.248)	(-1.956)	(-1.168)	(-1.659)	(1.042)
logSize	0.137***	0.0555**	0.109***	0.130***	0.164***
	(35.44)	(2.432)	(9.089)	(30.01)	(5.532)
bedrooms	0.125***	0.207***	0.173***	0.123***	0.110***

[5] The term "unit" could mean townhouse or condominium in mid- or high-rise building. In our sample, "land size" means lot size in case of townhouses and floor area for condominium.

	(39.75)	(12.14)	(18.95)	(29.12)	(7.518)
baths	0.062***	0.0473***	0.0376***	0.0843***	0.0768***
	(24.67)	(4.530)	(8.527)	(19.39)	(8.401)
parking	0.009***	0.0353***	0.0161***	0.00952***	0.00327
	(9.728)	(4.095)	(4.701)	(7.823)	(0.961)
LogCBDDistance	-0.29***	-0.158	-0.329***	-0.400***	-0.792
	(-5.265)	(-1.200)	(-4.069)	(-3.057)	(-0.951)
Constant	11.81***	12.52***	11.77***	11.85***	11.00***
	(61.08)	(26.16)	(40.58)	(37.87)	(21.94)
Observations	146,228	4,938	24,686	68,104	6,562
R-squared	0.853	0.830	0.768	0.834	0.722
Suburb FE	YES	YES	YES	YES	YES
Suburb SE Cluster	YES	YES	YES	YES	YES
Year FE	YES	YES	YES	YES	YES
Month FE	YES	YES	YES	YES	YES

Panel. B Unit Transactional Sample

VARIABLES	(1) VIC	(2) InnerMel	(3) MetropolitanMel	(4) RegionalVIC	(5) GreaterGeelong
TPxFocalSuburbs	-0.0143	0.000684	-0.00600	-0.0271	-0.0541
	(-0.178)	(0.0107)	(-0.0846)	(-0.297)	(-0.673)
TreatmentPeriod	0.0314**	-0.0261	0.0107	0.0413**	-0.0180
	(2.063)	(-0.901)	(0.419)	(2.369)	(-0.245)
FocalSuburbs	-0.774***	-0.654***	-0.749***	0.216	0.101
	(-3.555)	(-3.439)	(-3.708)	(0.740)	(0.857)
logSize	-0.0113	0.0189	-0.00684	-0.0143	0.0429**
	(-1.645)	(1.223)	(-0.732)	(-1.612)	(2.164)
bedrooms	0.313***	0.403***	0.367***	0.265***	0.262***
	(20.69)	(12.23)	(19.12)	(10.02)	(13.07)
baths	0.00554	-0.0425**	-0.0243*	0.0370***	0.0962*
	(0.586)	(-2.207)	(-1.806)	(3.236)	(1.815)
parking	0.0691***	0.183***	0.126***	0.0146	-0.00541
	(4.865)	(7.499)	(6.222)	(1.584)	(-0.413)
LogCBDDistance	-0.00531	-0.0309	-0.0193	-0.290**	0.250
	(-0.0696)	(-0.500)	(-0.274)	(-2.026)	(0.191)
Constant	12.73***	12.18***	12.53***	11.77***	11.75***
	(51.89)	(47.63)	(52.95)	(31.49)	(22.88)
Observations	36,607	10,325	20,156	9,497	797
R-squared	0.582	0.442	0.464	0.780	0.663
Suburb FE	YES	YES	YES	YES	YES
Suburb SE Cluster	YES	YES	YES	YES	YES
Year FE	YES	YES	YES	YES	YES
Month FE	YES	YES	YES	YES	YES

Panel. C House Rental Sample

VARIABLES	(1) VIC	(2) InnerMel	(3) MetropolitanMel	(4) RegionalVIC	(5) GreaterGeelong
TPxFocalSuburbs	0.0112	0.0686**	0.0399	-0.00863	0.0126
	(0.517)	(2.342)	(1.585)	(-0.403)	(0.613)
TreatmentPeriod	-0.012**	-0.0971***	-0.0556***	0.0310***	-0.000872
	(-2.572)	(-5.768)	(-6.403)	(3.315)	(-0.0343)
FocalSuburbs	-0.48***	-0.817***	-0.592***	0.0178	-0.428***
	(-3.458)	(-3.347)	(-3.351)	(0.0972)	(-5.456)
logSize	-0.02***	-0.0449***	-0.0379***	0.00281	0.0195

	(-3.600)	(-3.672)	(-6.994)	(0.368)	(1.024)
bedrooms	0.126***	0.216***	0.169***	0.0996***	0.104***
	(18.05)	(5.576)	(12.07)	(7.958)	(5.346)
baths	0.143***	0.202***	0.166***	0.144***	0.0318
	(20.62)	(9.724)	(17.84)	(8.699)	(1.049)
parking	0.024***	0.0218	0.0261***	0.0263***	0.0172***
	(7.466)	(0.888)	(2.992)	(5.746)	(3.160)
LogCBDDistance	-0.0800*	0.0105	-0.0527	-0.243***	-0.640
	(-1.758)	(0.137)	(-0.912)	(-2.629)	(-0.788)
Constant	5.773***	5.985***	5.874***	5.178***	5.494***
	(37.33)	(29.10)	(31.94)	(22.64)	(20.15)
Observations	335,694	29,242	102,548	98,627	13,022
R-squared	0.609	0.605	0.618	0.529	0.346
Suburb FE	YES	YES	YES	YES	YES
Suburb SE Cluster	YES	YES	YES	YES	YES
Year FE	YES	YES	YES	YES	YES
Month FE	YES	YES	YES	YES	YES

Panel. D Unit Rental Sample

	(1)	(2)	(3)	(4)	(5)
VARIABLES	VIC	InnerMel	MetropolitanMel	RegionalVIC	GreaterGeelong
TPxFocalSuburbs	0.093***	0.130***	0.106***	0.0466***	0.0268
	(4.181)	(4.976)	(4.380)	(3.160)	(1.503)
TreatmentPeriod	-0.10***	-0.155***	-0.125***	-0.0271***	0.0250
	(-4.591)	(-5.709)	(-5.290)	(-3.536)	(1.602)
FocalSuburbs	-0.079**	-0.0583	-0.0648*	-0.258	-0.00259
	(-2.474)	(-1.089)	(-1.661)	(-1.526)	(-0.0375)
logSize	0.027***	0.0349***	0.0285***	0.0167***	0.0246
	(4.818)	(4.853)	(4.899)	(2.783)	(1.643)
bedrooms	0.190***	0.214***	0.202***	0.187***	0.196***
	(18.86)	(14.34)	(17.03)	(16.68)	(14.97)
baths	0.163***	0.159***	0.163***	0.163***	0.117***
	(17.99)	(8.784)	(12.72)	(12.60)	(3.264)
parking	0.088***	0.104***	0.103***	0.0220**	0.0373***
	(11.43)	(9.092)	(12.10)	(2.355)	(2.831)
LogCBDDistance	-0.13***	-0.136***	-0.138***	-0.0446	-0.517
	(-11.05)	(-8.828)	(-10.21)	(-0.526)	(-0.756)
Constant	4.914***	4.806***	4.855***	5.245***	4.806***
	(97.43)	(58.71)	(86.87)	(26.03)	(20.77)
Observations	423,027	283,739	350,590	45,216	3,147
R-squared	0.702	0.639	0.672	0.678	0.705
Suburb FE	YES	YES	YES	YES	YES
Suburb SE Cluster	YES	YES	YES	YES	YES
Year FE	YES	YES	YES	YES	YES
Month FE	YES	YES	YES	YES	YES

*Note: This table reports the results of estimating Difference-in-Differences Eq(1) to investigate the how the housing market in the focal three suburbs reacts to the COVID pandemic differently comparing to the rest VIC. Panel.A presents the results on house transactional sample, Panel.B presents the results on unit transactional sample, Panel.C presents the results on house rental sample, and Panel.D presents the results on unit rental sample. The reference groups used in the tests include the whole VIC (column (1)), Inner Melbourne (column (2)), Metropolitan Melbourne (Column (3)), Regional VIC (Column (4)), and Greater Geelong (Column(5)). Suburb fixed effect is included, and the standard error is clustered on suburb level. Robust t-statistics in parentheses. *** p<0.01, ** p<0.05, * p<0.1*

In Table 2A.1:, the variable of interest is the interaction variable "*TPxFocalSuburbs*", which estimates how the response of the housing price in the three focal suburbs to the COVID pandemic is different from different reference groups.

In Panel. A, the coefficients of variable "*TPxFocalSuburbs*" are 0.0674 and 0.0419 in Column (1) and Column (3) with Inner Melbourne and Metropolitan Melbourne as reference groups respectively, and they are both statistically significant on at least 5% confidence level. It shows that the house price of the focal three suburbs increases more than the Inner Melbourne and Metropolitan Melbourne by 6.74% and 4.19% after the COVID pandemic broke out in VIC in March. The coefficients of "TPxFocalSuburbs" are not statistically significant in other columns in Panel. A, showing that there is not significant difference regarding the response of house price to the COVID pandemic between the three focal suburbs and references groups as the whole VIC, regional VIC, and greater Geelong.

In Panel. B, the coefficients of "TPxFocalSuburbs" are not statistically significant in all the columns. This results prove that the unit price of the three focal suburbs does not react differently to the COVID pandemic comparing to different reference groups.

In Panel.C, the coefficient of variable "*TPxFocalSuburbs*" are 0.0686 in Column (1) with Inner Melbourne as reference groups, and it is statistically significant at 5% confidence level. It shows that the house rental price of the focal three suburbs increases more than the Inner Melbourne by 6.86% after the COVID pandemic broke out in March. The coefficients of "TPxFocalSuburbs" are not statistically significant in other columns in Panel. C, showing that there is not significant difference regarding the response of house price to the COVID pandemic between the three focal suburbs and references groups as the whole VIC, metropolitan Melbourne, regional VIC, and greater Geelong.

In Panel D, the coefficient of variable "*TPxFocalSuburbs*" are positive and statistically significant at 1% confidence level in all the columns except column (5) with Greater Geelong. These test results prove that the unit rental price of the three focal suburbs increased more than the whole Victoria, Inner Melbourne, Metropolitan Melbourne and Regional Victoria. No significant difference is found between the three focal suburbs and Greater Geelong regarding the response of unit rental price to COVID pandemic. These test results indicate that the demand for rental unit shifts from Greater Melbourne, especially Inner and Metropolitan Melbourne, to Greater Geelong after the COVID pandemic outbreak in March 2020, and this pushes up the unit rental price in the three focal suburbs and Greater Geelong.

Methodology of Hedonic Index

Hedonic model can control for the heterogeneity of property when constructing the housing index and it has been widely used to construct the formal public released housing indexes in many countries such as Australia, U.K and Switzerland (Ericson et al., 2013; Diewert et al., 2009; Liang et al., 2018). The hedonic estimates consider the residential property as normal commodity whose market value is determined by its attributes such as quality, area, age and location. Moreover, the marginal effect of each attribute on the housing price is estimated as coefficients for each variable in hedonic model. The baseline hedonic model is expressed as following:

$$\log(Price_{i,t}) = \alpha + X'_{i,t}\theta + \varepsilon_{i,t} \qquad \text{Eq (A1)}$$

Where $\log(Price_{i,t})$ stands for the transactional/rental price of property i in time t in logarithm, X' is a series of independent variables indicating various attributes, and the ε is the error term which is assumed to be constant and follows normal distribution.

There are two approaches using the above hedonic model to construct housing indexes: Time dummy hedonic approach and hedonic imputation approach. The main difference between the two approaches is that the latter one allows parameter and error term to vary overtime, but scarifies the degree of freedom (Ericson et al., 2013; Diewert et al., 2009). We choose time dummy approach in this project because we will construct the monthly housing indexes for focal three suburbs, and the number of transactions/rental of the three focal suburbs in each month would be small, so losing degree of freedom will cause more bias and volatility to the estimated indexes. Finally, the Hedonic model used in time dummy approach is constructed as following:

$$\log(Price_{i,t}) = \alpha + \beta_1 CX_{i,t} + \beta_2 LX_{i,t} + \beta_3 TX_{i,t} + \varepsilon_{i,t} \qquad \text{Eq (A2)}$$

The $\log(Price_{i,t})$ is the transactional/rental price of property in logarithmic term, and the vector of coefficients *X* in model (A1) is decomposed into three types of independent variables in model A(2), where *CX* are associated with the physical characteristics of the property, *LX* indicate the geographic features of the property, and *TX* which is the dummy variable indicating in which month-year the property is sold or rented. The index number is the estimated coefficient β_3 which measuring how property transaction price changes over time.

Database Description and Hedonic Models

This section provides statistical description on the database used to construct the Hedonic Indexes by Model A(2) and the estimate the impact of COVID-Pandemic on housing market by Difference-in-Differences Model (1). This database is provided by Australian Property Monitor (APM), and it contains point-level transactional and rental data of house and unit in the state of Victoria from 1st January 2015 to 31st October 2020. The Table 2A.2 provides the statistical summary of the database.

Table 2A.2: Statistical Summary of the database for the Whole VIC

Panel A. House Transactional Sample

Variable	Description	Obs	Mean	Std. Dev.	Min	Max
Price	Transactional Price	652,887	739,622	542,052	1825	3,050,000
Size	Size of land/building	646,549	1,235	3,309	92.00	41,163
No.Beds	Number of Bedrooms	659,646	3.32	1.07	0.00	183.00
No.Baths	Number of Bathroom	659,646	1.60	0.84	0.00	19.00
No.Parking	Number of Carpark	659,646	1.87	1.35	0.00	40.00
COVID Period	Period:17th March to 31st October 2020	659,646	0.09	0.28	0.00	1.00
Regional VIC	Regional Victoria	659,646	0.41	0.49	0.00	1.00
Geelong	Greater Geelong	659,646	0.04	0.20	0.00	1.00
Focal Suburbs	Focal three suburbs	659,646	0.01	0.08	0.00	1.00
DY-2015	Year of 2015	659,646	0.16	0.37	0.00	1.00
DY-2016	Year of 2016	659,646	0.16	0.37	0.00	1.00
DY-2017	Year of 2017	659,646	0.18	0.39	0.00	1.00
DY-2018	Year of 2018	659,646	0.18	0.39	0.00	1.00
DY-2019	Year of 2019	659,646	0.17	0.38	0.00	1.00
DY-2020	Year of 2020	659,646	0.13	0.34	0.00	1.00

Panel B. Unit Transactional Sample

Variable	Description	Obs	Mean	Std. Dev.	Min	Max
Price	Transactional Price	184,595	536,302	236,344	1.00	1,850,000

Size	Size of land/building	184,619	1,830	2,377	0.00	17,986
No.Beds	Number of Bedrooms	186,465	1.87	0.92	0.00	128.00
No.Baths	Number of Bathroom	186,465	1.07	0.72	0.00	31.00
No.Parking	Number of Carpark	186,465	0.90	0.68	0.00	12.00
COVID Period	Period:17th March to 31st October 2020	186,465	0.07	0.25	0.00	1.00
Regional VIC	Regional Victoria	186,465	0.27	0.44	0.00	1.00
GGeelong	Greater Geelong	186,465	0.02	0.12	0.00	1.00
Focal Suburbs	Focal three suburbs	186,465	0.00	0.04	0.00	1.00
DY-2015	Year of 2015	186,465	0.24	0.43	0.00	1.00
DY-2016	Year of 2016	186,465	0.22	0.41	0.00	1.00
DY-2017	Year of 2017	186,465	0.16	0.37	0.00	1.00
DY-2018	Year of 2018	186,465	0.12	0.33	0.00	1.00
DY-2019	Year of 2019	186,465	0.15	0.36	0.00	1.00
DY-2020	Year of 2020	186,465	0.11	0.31	0.00	1.00

Panel C. House Rental Sample

Variable	Description	Obs	Mean	Std. Dev.	Min	Max
Price	Rental Price	1,615,497	447.85	164.44	195.00	1,400
Size	Size of land/building	1,629,773	558.25	672.07	0.00	11,153
No.Beds	Number of Bedrooms	1,646,232	3.01	0.82	0.00	45.00
No.Baths	Number of Bathroom	1,646,232	1.56	0.61	0.00	12.00
No.Parking	Number of Carpark	1,646,232	1.55	0.96	0.00	50.00
COVID Period	Period:17th March to 31st October 2020	1,646,232	0.08	0.27	0.00	1.00
Regional VIC	Regional Victoria	1,646,232	0.31	0.46	0.00	1.00
GGeelong	Greater Geelong	1,646,232	0.03	0.18	0.00	1.00
Focal Suburbs	Focal three suburbs	1,646,232	0.01	0.07	0.00	1.00
DY-2015	Year of 2015	1,646,232	0.14	0.35	0.00	1.00
DY-2016	Year of 2016	1,646,232	0.16	0.37	0.00	1.00
DY-2017	Year of 2017	1,646,232	0.17	0.37	0.00	1.00
DY-2018	Year of 2018	1,646,232	0.20	0.40	0.00	1.00
DY-2019	Year of 2019	1,646,232	0.20	0.40	0.00	1.00
DY-2020	Year of 2020	1,646,232	0.13	0.33	0.00	1.00

Panel D. Unit Rental Sample

Variable	Description	Obs	Mean	Std. Dev.	Min	Max
Price	Rental Price	1,298,487	349.54	139.56	180.00	1,000
Size	Size of land/building	1,313,328	209.14	346.20	0.00	1,800
No.Beds	Number of Bedrooms	1,323,293	1.91	0.67	0.00	32.00
No.Baths	Number of Bathroom	1,323,293	1.27	0.46	0.00	11.00
No.Parking	Number of Carpark	1,323,293	0.96	0.53	0.00	9.00
COVID Period	Period:17th March to 31st October 2020	1,323,293	0.16	0.36	0.00	1.00
Regional VIC	Regional Victoria	1,323,293	0.21	0.41	0.00	1.00
GGeelong	Greater Geelong	1,323,293	0.01	0.10	0.00	1.00
Focal Suburbs	Focal three suburbs	1,323,293	0.00	0.03	0.00	1.00
DY-2015	Year of 2015	1,323,293	0.16	0.37	0.00	1.00
DY-2016	Year of 2016	1,323,293	0.18	0.38	0.00	1.00

DY-2017	Year of 2017	1,323,293	0.15	0.35	0.00	1.00
DY-2018	Year of 2018	1,323,293	0.13	0.33	0.00	1.00
DY-2019	Year of 2019	1,323,293	0.16	0.37	0.00	1.00
DY-2020	Year of 2020	1,323,293	0.22	0.42	0.00	1.00

Note: This table presents statistical summary of the database containing point-level transactional and rental data of the whole VIC state from 1st January 2015 to 31st October 2020.

Using the database summarized above, we estimate the Hedonic models to construct the indexes to track the movements of the housing market in the focal suburbs, as well as the whole Victoria state, Greater Melbourne, Regional Victoria, and Greater Geelong for comparison. The Table 2A.3 below exhibit the estimated model using subsamples of house transactional data, unit transactional data, house rental data, and unit rental data to construct the indexes presented in Figure.1 to Figure 4.

Table 2A.3: Hedonic Index Models

Panel. A House Transactional Index

VARIABLES	(1) VIC	(2) GreaterMelbourne	(3) RegionalVIC	(4) GreaterGeelong	(5) FocalSuburbs
Size	0.132***	0.137***	0.127***	0.173***	0.155*
	(26.43)	(14.36)	(30.67)	(8.434)	(3.542)
No.Beds	0.0861***	0.0795***	0.0996***	0.0923***	0.0356
	(10.87)	(7.273)	(32.37)	(8.987)	(2.895)
No.Baths	0.0699***	0.0619***	0.0824***	0.0813***	0.131**
	(15.20)	(10.14)	(17.96)	(9.719)	(8.376)
No.Parkings	0.0120***	0.0120***	0.0111***	0.00669**	0.0125
	(12.80)	(7.221)	(10.76)	(2.520)	(2.749)
LogCBDDistance	-0.219***	-0.194***	-0.369***	-1.149	1.631
	(-3.856)	(-2.981)	(-2.747)	(-1.300)	(2.829)
2015.year#2.month	0.0246***	0.0417***	0.00512	-0.0128	-0.00975
	(4.382)	(5.704)	(0.592)	(-0.631)	(-0.502)
2015.year#3.month	0.0361***	0.0584***	0.0109	0.000116	-0.0922*
	(6.262)	(8.502)	(1.212)	(0.00515)	(-4.008)
2015.year#4.month	0.0371***	0.0540***	0.0178*	-0.0107	-0.00356
	(6.048)	(7.109)	(1.893)	(-0.568)	(-0.110)
2015.year#5.month	0.0645***	0.0936***	0.0288***	-0.00852	-0.0326
	(9.740)	(11.38)	(2.796)	(-0.480)	(-1.514)
2015.year#6.month	0.0713***	0.101***	0.0328***	-0.0134	0.0265
	(9.477)	(10.33)	(3.094)	(-0.600)	(0.728)
2015.year#7.month	0.0624***	0.0870***	0.0296***	-0.00517	-0.0520**
	(9.325)	(10.66)	(2.925)	(-0.317)	(-9.043)
2015.year#8.month	0.0774***	0.108***	0.0369***	0.0140	-0.00202
	(11.45)	(13.18)	(3.612)	(0.714)	(-0.0411)
2015.year#9.month	0.0803***	0.114***	0.0334***	0.00805	-0.0463
	(11.60)	(14.30)	(3.260)	(0.450)	(-1.161)
2015.year#10.month	0.0948***	0.129***	0.0487***	0.0376**	0.0185
	(14.66)	(17.25)	(4.952)	(2.050)	(0.727)
2015.year#11.month	0.0958***	0.127***	0.0536***	0.0584**	0.0806
	(15.25)	(17.05)	(5.526)	(2.341)	(2.119)
2015.year#12.month	0.0946***	0.120***	0.0609***	0.0156	-0.0326
	(15.65)	(15.62)	(7.069)	(0.725)	(-0.682)
2016.year#1.month	0.0922***	0.119***	0.0534***	0.0381**	0.0104
	(14.95)	(16.57)	(5.486)	(2.383)	(0.383)
2016.year#2.month	0.109***	0.140***	0.0661***	0.0440**	-0.0138
	(17.37)	(19.57)	(6.742)	(2.021)	(-0.435)
2016.year#3.month	0.112***	0.141***	0.0734***	0.0459**	0.00887

	(16.64)	(17.50)	(7.269)	(2.384)	(0.320)
2016.year#4.month	0.114***	0.148***	0.0669***	0.0447***	0.0295
	(18.00)	(20.02)	(7.080)	(2.831)	(2.142)
2016.year#5.month	0.122***	0.162***	0.0648***	0.0624***	-0.00407
	(18.39)	(19.97)	(7.154)	(3.309)	(-0.528)
2016.year#6.month	0.128***	0.171***	0.0658***	0.0422**	0.0622
	(17.88)	(19.65)	(6.893)	(2.041)	(0.840)
2016.year#7.month	0.122***	0.159***	0.0710***	0.0551***	0.0314
	(18.52)	(20.51)	(7.466)	(3.030)	(2.669)
2016.year#8.month	0.143***	0.186***	0.0821***	0.0663***	0.0402
	(20.21)	(23.73)	(7.608)	(3.100)	(1.381)
2016.year#9.month	0.160***	0.205***	0.0932***	0.0736***	0.0214
	(24.03)	(26.62)	(9.472)	(4.348)	(1.451)
2016.year#10.month	0.175***	0.225***	0.101***	0.0977***	0.0605
	(24.45)	(27.11)	(10.38)	(6.023)	(1.461)
2016.year#11.month	0.184***	0.237***	0.108***	0.0822***	0.0311*
	(24.50)	(26.89)	(10.60)	(4.016)	(4.032)
2016.year#12.month	0.192***	0.242***	0.119***	0.135***	0.113*
	(26.18)	(28.12)	(11.87)	(7.992)	(3.769)
2017.year#1.month	0.182***	0.235***	0.113***	0.129***	0.130**
	(22.55)	(25.47)	(10.90)	(6.808)	(7.029)
2017.year#2.month	0.210***	0.265***	0.132***	0.131***	0.136**
	(27.63)	(30.42)	(12.27)	(6.526)	(8.082)
2017.year#3.month	0.232***	0.301***	0.127***	0.166***	0.146*
	(27.96)	(34.43)	(10.72)	(7.935)	(3.293)
2017.year#4.month	0.237***	0.299***	0.145***	0.190***	0.162**
	(29.99)	(34.39)	(12.95)	(9.188)	(4.335)
2017.year#5.month	0.251***	0.314***	0.160***	0.166***	0.186**
	(31.99)	(36.39)	(15.30)	(12.73)	(9.357)
2017.year#6.month	0.269***	0.333***	0.175***	0.202***	0.209***
	(32.04)	(36.22)	(14.50)	(10.34)	(12.91)
2017.year#7.month	0.248***	0.316***	0.149***	0.190***	0.217***
	(31.32)	(38.63)	(14.06)	(10.63)	(69.41)
2017.year#8.month	0.267***	0.339***	0.164***	0.216***	0.242**
	(30.66)	(41.38)	(12.99)	(10.97)	(9.485)
2017.year#9.month	0.280***	0.350***	0.177***	0.229***	0.264***
	(33.86)	(43.94)	(14.97)	(11.03)	(73.07)
2017.year#10.month	0.292***	0.362***	0.191***	0.267***	0.321**
	(35.38)	(45.74)	(16.59)	(12.47)	(4.735)
2017.year#11.month	0.299***	0.374***	0.190***	0.262***	0.305**
	(35.05)	(45.40)	(16.09)	(12.09)	(7.874)
2017.year#12.month	0.303***	0.371***	0.200***	0.249***	0.290**
	(30.87)	(32.49)	(17.25)	(9.559)	(6.291)
2018.year#1.month	0.289***	0.354***	0.208***	0.287***	0.314***
	(34.30)	(40.87)	(18.26)	(13.56)	(39.81)
2018.year#2.month	0.299***	0.370***	0.205***	0.312***	0.388**
	(36.03)	(44.25)	(18.51)	(13.80)	(9.186)
2018.year#3.month	0.309***	0.373***	0.220***	0.319***	0.439***
	(38.57)	(45.81)	(20.19)	(11.96)	(11.62)
2018.year#4.month	0.299***	0.357***	0.221***	0.315***	0.393***
	(36.55)	(41.17)	(20.10)	(12.78)	(10.77)
2018.year#5.month	0.300***	0.355***	0.225***	0.326***	0.426***
	(38.13)	(42.61)	(19.98)	(13.40)	(15.75)
2018.year#6.month	0.286***	0.333***	0.220***	0.325***	0.413***
	(36.22)	(36.88)	(20.78)	(10.54)	(25.96)
2018.year#7.month	0.276***	0.321***	0.214***	0.352***	0.405***
	(34.16)	(35.20)	(18.82)	(16.80)	(13.52)
2018.year#8.month	0.268***	0.305***	0.216***	0.350***	0.439***
	(33.22)	(31.62)	(19.24)	(17.61)	(13.32)

2018.year#9.month	0.265***	0.298***	0.219***	0.351***	0.446***
	(33.27)	(32.72)	(18.59)	(13.55)	(10.89)
2018.year#10.month	0.254***	0.278***	0.220***	0.333***	0.395***
	(29.83)	(23.92)	(20.23)	(17.26)	(24.47)
2018.year#11.month	0.239***	0.259***	0.207***	0.317***	0.402**
	(28.80)	(22.25)	(18.98)	(14.96)	(7.685)
2018.year#12.month	0.233***	0.242***	0.212***	0.295***	0.355***
	(25.05)	(17.56)	(18.40)	(12.15)	(17.78)
2019.year#1.month	0.257***	0.265***	0.235***	0.325***	0.395***
	(33.59)	(26.30)	(20.64)	(16.43)	(12.67)
2019.year#2.month	0.269***	0.303***	0.224***	0.311***	0.384***
	(16.31)	(10.30)	(21.72)	(15.44)	(16.98)
2019.year#3.month	0.249***	0.264***	0.227***	0.319***	0.411***
	(33.03)	(27.07)	(21.58)	(15.17)	(15.86)
2019.year#4.month	0.251***	0.265***	0.228***	0.308***	0.375***
	(34.99)	(28.06)	(22.58)	(15.65)	(15.00)
2019.year#5.month	0.251***	0.272***	0.221***	0.297***	0.339**
	(36.68)	(32.48)	(22.12)	(17.91)	(9.718)
2019.year#6.month	0.254***	0.282***	0.213***	0.292***	0.337***
	(35.64)	(31.98)	(21.44)	(16.08)	(16.93)
2019.year#7.month	0.271***	0.294***	0.236***	0.305***	0.336***
	(38.56)	(32.86)	(23.66)	(18.75)	(11.77)
2019.year#8.month	0.282***	0.316***	0.236***	0.334***	0.359***
	(40.26)	(37.78)	(23.64)	(16.46)	(10.02)
2019.year#9.month	0.303***	0.336***	0.257***	0.339***	0.386***
	(42.79)	(40.12)	(25.41)	(16.99)	(11.21)
2019.year#10.month	0.310***	0.345***	0.263***	0.341***	0.386***
	(43.96)	(41.20)	(26.12)	(15.37)	(76.91)
2019.year#11.month	0.319***	0.354***	0.270***	0.359***	0.411***
	(45.82)	(43.80)	(26.59)	(18.11)	(12.66)
2019.year#12.month	0.321***	0.354***	0.275***	0.357***	0.410***
	(46.47)	(43.62)	(26.43)	(17.37)	(26.66)
2020.year#1.month	0.340***	0.369***	0.296***	0.357***	0.367***
	(44.55)	(40.02)	(26.46)	(13.42)	(24.99)
2020.year#2.month	0.351***	0.381***	0.306***	0.400***	0.404***
	(51.43)	(48.15)	(30.35)	(20.11)	(22.23)
2020.year#3.month	0.335***	0.359***	0.301***	0.396***	0.417***
	(48.39)	(42.57)	(30.04)	(22.35)	(13.09)
2020.year#4.month	0.301***	0.328***	0.263***	0.323***	0.393***
	(41.83)	(37.76)	(25.11)	(16.07)	(11.56)
2020.year#5.month	0.314***	0.337***	0.280***	0.366***	0.360***
	(42.01)	(36.86)	(25.96)	(21.60)	(16.25)
2020.year#6.month	0.335***	0.357***	0.302***	0.375***	0.402***
	(46.14)	(40.15)	(28.75)	(22.72)	(75.43)
2020.year#7.month	0.337***	0.359***	0.302***	0.383***	0.450***
	(48.99)	(41.72)	(30.70)	(16.59)	(33.30)
2020.year#8.month	0.349***	0.349***	0.323***	0.388***	0.396***
	(49.64)	(35.61)	(33.98)	(18.63)	(49.75)
2020.year#9.month	0.376***	0.364***	0.339***	0.400***	0.424***
	(54.79)	(36.62)	(36.51)	(20.06)	(24.86)
2020.year#10.month	0.370***	0.384***	0.346***	0.419***	0.451***
	(51.20)	(39.94)	(34.65)	(18.54)	(19.63)
Constant	8.493***	10.32***	8.407***	-4.048	10.86
	(11.18)	(3.190)	(5.573)	(-1.229)	(2.439)
Observations	648,441	383,106	265,335	27,945	4,391
R-squared	0.838	0.804	0.815	0.729	0.642
Suburb FE	YES	YES	YES	YES	YES
Suburb SE Cluster	YES	YES	YES	YES	YES

Year# Month FE	YES	YES	YES	YES	YES

Panel. B Unit Transactional Index

VARIABLES	(1) VIC	(2) GreaterMelbourne	(3) RegionalVIC	(4) GreaterGeelong	(5) FocalSuburbs
Size	-0.0126*	-0.0127	-0.0107	0.0512***	0.0872
	(-1.730)	(-1.434)	(-1.332)	(3.017)	(2.020)
No.Beds	0.160***	0.154***	0.186***	0.238***	0.160*
	(5.467)	(4.507)	(19.80)	(14.33)	(2.977)
No.Baths	-0.0352	-0.0473*	0.00935	0.0518***	-0.0971
	(-1.517)	(-1.752)	(1.208)	(3.175)	(-0.570)
No.Parkings	0.0809***	0.101***	0.0119**	0.0253**	0.00935
	(3.724)	(3.917)	(2.034)	(2.085)	(0.363)
LogCBDDistance	0.0385	0.0401	-0.252*	0.312	4.968
	(0.458)	(0.495)	(-1.951)	(0.289)	(2.840)
2015.year#3.month	0.0544***	0.0589**	0.0311	0.0247	0.262
	(2.589)	(2.389)	(1.175)	(0.422)	(0.682)
2015.year#4.month	0.0573***	0.0679***	-0.00303	0.0170	0.0935***
	(2.772)	(2.844)	(-0.130)	(0.283)	(26.22)
2015.year#5.month	0.0573***	0.0545***	0.0678**	-0.0187	0.00466
	(3.203)	(2.608)	(2.426)	(-0.375)	(0.0567)
2015.year#6.month	0.120***	0.123***	0.0913**	0.201	
	(5.251)	(4.851)	(2.303)	(1.485)	
2015.year#7.month	0.0270	0.0241	0.0396	0.000977	
	(1.188)	(0.958)	(0.831)	(0.0162)	
2015.year#8.month	0.0551*	0.0512	0.0706**	-0.0231	
	(1.683)	(1.299)	(2.329)	(-0.432)	
2015.year#9.month	0.0624**	0.0738**	0.0104	-0.0162	
	(2.192)	(2.142)	(0.373)	(-0.294)	
2015.year#10.month	0.0420	0.0462	0.0140	-0.0288	-0.0730*
	(1.623)	(1.487)	(0.502)	(-0.730)	(-3.106)
2015.year#11.month	0.0385	0.0436	0.0194	0.111	-0.00691
	(1.485)	(1.410)	(0.620)	(1.559)	(-0.113)
2015.year#12.month	0.0237	0.0324	0.00154	0.0722	-0.00780
	(0.956)	(1.075)	(0.0540)	(1.230)	(-0.0909)
2016.year#1.month	0.0151	0.0207	-0.00586	0.0405	-0.143**
	(0.745)	(0.870)	(-0.193)	(0.772)	(-8.438)
2016.year#2.month	0.00970	0.0105	0.0120	0.0128	-0.0821
	(0.521)	(0.487)	(0.388)	(0.229)	(-1.223)
2016.year#3.month	0.0418*	0.0521*	0.0102	0.133**	-0.0821
	(1.762)	(1.845)	(0.352)	(2.053)	(-1.223)
2016.year#4.month	0.0565***	0.0713***	-0.00784	0.0881	0.118
	(2.591)	(2.701)	(-0.273)	(1.349)	(0.705)
2016.year#5.month	0.0501*	0.0540	0.0363	0.0666	0.0504
	(1.829)	(1.643)	(1.281)	(1.335)	(0.747)
2016.year#6.month	0.0488**	0.0563**	0.0219	-0.0155	-0.298**
	(2.091)	(2.013)	(0.747)	(-0.204)	(-8.099)
2016.year#7.month	0.00816	0.00945	0.00945	0.0275	-0.0762
	(0.344)	(0.339)	(0.320)	(0.475)	(-2.427)
2016.year#8.month	0.0362**	0.0403*	0.0214	0.0274	0.0482
	(2.042)	(1.908)	(0.767)	(0.400)	(1.327)
2016.year#9.month	0.0426*	0.0427	0.0450	-0.0336	0.00232
	(1.885)	(1.610)	(1.610)	(-1.047)	(0.0234)
2016.year#10.month	0.0472**	0.0483*	0.0467*	0.0374	-0.0386
	(2.032)	(1.744)	(1.868)	(1.301)	(-0.314)
2016.year#11.month	-0.0299	-0.0435	0.0431*	0.00670	-0.0326

	(-0.482)	(-0.624)	(1.673)	(0.235)	(-0.625)
2016.year#12.month	0.0398*	0.0393	0.0450	0.0662*	0.0888
	(1.727)	(1.450)	(1.594)	(1.800)	(0.720)
2017.year#1.month	0.0286	0.0381	0.00282	0.0431	0.0357
	(1.400)	(1.546)	(0.0964)	(0.723)	(0.331)
2017.year#2.month	0.0582**	0.0583**	0.0618*	0.0483	0.0597
	(2.563)	(2.160)	(1.926)	(1.169)	(1.295)
2017.year#3.month	0.0632**	0.0725**	0.0375	0.0491	0.0907
	(2.525)	(2.378)	(1.288)	(0.995)	(1.668)
2017.year#4.month	0.0773***	0.0752***	0.0948***	0.213**	-0.0427
	(3.434)	(2.852)	(2.806)	(2.516)	(-0.396)
2017.year#5.month	0.114***	0.124***	0.0811**	0.0903**	-0.103
	(4.834)	(4.295)	(2.546)	(2.278)	(-0.696)
2017.year#6.month	0.137***	0.142***	0.120***	0.172**	-0.0772
	(5.027)	(4.335)	(4.069)	(2.322)	(-0.678)
2017.year#7.month	0.0474	0.0425	0.0693**	0.105*	-0.0481
	(1.638)	(1.241)	(2.478)	(1.997)	(-0.593)
2017.year#8.month	0.0753***	0.0749**	0.0831***	0.120***	0.0176
	(2.771)	(2.295)	(3.143)	(4.183)	(0.125)
2017.year#9.month	0.0942***	0.102***	0.0759**	0.124***	0.0424
	(3.514)	(3.120)	(2.472)	(3.545)	(0.339)
2017.year#10.month	0.0876***	0.0910***	0.0807***	0.120***	0.183**
	(3.494)	(2.999)	(2.776)	(3.162)	(4.853)
2017.year#11.month	0.0756***	0.0793***	0.0733**	0.146***	0.185**
	(3.101)	(2.729)	(2.450)	(3.312)	(8.079)
2017.year#12.month	0.0992***	0.105***	0.0853***	0.202***	0.0809*
	(4.222)	(3.694)	(3.117)	(4.008)	(3.545)
2018.year#1.month	0.0651**	0.0632*	0.0765***	0.114**	0.273
	(2.113)	(1.696)	(2.746)	(2.500)	(1.590)
2018.year#2.month	0.0631**	0.0604*	0.0760***	0.180***	0.0473
	(2.287)	(1.820)	(2.984)	(3.801)	(0.585)
2018.year#3.month	0.0773***	0.0826**	0.0620**	0.157***	0.114
	(2.830)	(2.481)	(2.381)	(3.801)	(1.303)
2018.year#4.month	0.0720**	0.0747**	0.0643**	0.205***	0.337**
	(2.446)	(2.087)	(2.237)	(6.622)	(4.971)
2018.year#5.month	0.0512*	0.0498	0.0616**	0.202***	0.0991
	(1.835)	(1.480)	(2.342)	(6.370)	(1.745)
2018.year#6.month	0.0449	0.0451	0.0474	0.239***	0.0159
	(1.619)	(1.367)	(1.469)	(3.957)	(0.146)
2018.year#7.month	0.0233	0.0151	0.0606**	0.176*	0.0812
	(0.710)	(0.387)	(2.142)	(1.948)	(0.688)
2018.year#8.month	0.0210	0.0207	0.0262	0.260***	0.381***
	(0.755)	(0.619)	(0.853)	(5.771)	(34.13)
2018.year#9.month	0.0489	0.0386	0.0922***	0.244***	0.271
	(1.519)	(1.011)	(3.346)	(4.501)	(1.842)
2018.year#10.month	-0.00265	-0.0104	0.0295	0.228**	0.174*
	(-0.0906)	(-0.301)	(0.907)	(2.600)	(4.137)
2018.year#11.month	-0.0287	-0.0381	0.0129	0.162***	0.232
	(-0.847)	(-0.960)	(0.393)	(2.888)	(2.074)
2018.year#12.month	-0.00268	-0.0233	0.0683**	0.184***	0.239
	(-0.0812)	(-0.618)	(2.249)	(4.449)	(1.423)
2019.year#1.month	-0.0205	-0.0330	0.0286	0.196***	0.293
	(-0.651)	(-0.902)	(0.875)	(3.672)	(2.736)
2019.year#2.month	0.0101	0.00297	0.0457	0.196***	0.334
	(0.375)	(0.0951)	(1.377)	(3.462)	(1.869)
2019.year#3.month	0.0258	0.0200	0.0502*	0.237***	0.217
	(0.861)	(0.562)	(1.727)	(5.625)	(2.849)
2019.year#4.month	0.0282	0.0167	0.0746**	0.343***	0.345***
	(0.947)	(0.481)	(2.478)	(6.460)	(33.81)

2019.year#5.month	0.0245	0.0148	0.0686**	0.182***	0.326**
	(0.758)	(0.393)	(2.439)	(3.458)	(6.218)
2019.year#6.month	0.0477	0.0370	0.0860***	0.272***	0.259
	(1.529)	(1.003)	(3.042)	(7.287)	(2.712)
2019.year#7.month	0.0445	0.0384	0.0690**	0.247***	0.250***
	(1.599)	(1.169)	(2.316)	(7.234)	(32.28)
2019.year#8.month	0.0617**	0.0544	0.0899***	0.202***	0.419**
	(2.015)	(1.502)	(3.199)	(3.036)	(4.869)
2019.year#9.month	0.0841***	0.0829**	0.0914***	0.245***	0.0774
	(2.767)	(2.277)	(3.399)	(7.724)	(0.475)
2019.year#10.month	0.0909***	0.0824**	0.126***	0.261***	0.249***
	(2.962)	(2.249)	(4.377)	(7.540)	(17.75)
2019.year#11.month	0.111***	0.104***	0.139***	0.242***	0.175
	(3.617)	(2.826)	(5.110)	(5.865)	(1.645)
2019.year#12.month	0.116***	0.108***	0.141***	0.288***	0.307***
	(3.409)	(2.617)	(5.400)	(6.152)	(14.79)
2020.year#1.month	0.0957***	0.0821*	0.147***	0.382***	0.618
	(2.637)	(1.904)	(4.702)	(5.364)	(1.571)
2020.year#2.month	0.125***	0.116***	0.155***	0.283***	0.309***
	(3.751)	(2.901)	(5.043)	(7.568)	(11.95)
2020.year#3.month	0.116***	0.103***	0.161***	0.379***	0.159
	(3.715)	(2.804)	(5.170)	(4.544)	(2.475)
2020.year#4.month	0.0935***	0.0809**	0.138***	0.336***	0.259***
	(2.854)	(2.074)	(4.977)	(5.725)	(25.74)
2020.year#5.month	0.0873***	0.0718**	0.135***	0.280***	0.174
	(2.929)	(2.044)	(4.640)	(6.804)	(2.596)
2020.year#6.month	0.0886***	0.0640*	0.169***	0.319***	0.337
	(2.692)	(1.662)	(5.886)	(8.239)	(1.612)
2020.year#7.month	0.108***	0.0993***	0.135***	0.349***	0.341*
	(3.841)	(2.935)	(4.647)	(8.616)	(3.307)
2020.year#8.month	0.0937***	0.0724**	0.139***	0.302***	0.217***
	(3.095)	(2.021)	(4.627)	(5.212)	(18.28)
2020.year#9.month	0.121***	0.0852**	0.173***	0.320***	0.276*
	(3.748)	(2.203)	(5.881)	(9.639)	(4.093)
2020.year#10.month	0.110***	0.0920***	0.163***	0.338***	0.340**
	(3.642)	(2.607)	(5.449)	(8.121)	(6.526)
Constant	1.260	11.69***	12.40**	-4,458***	50.75*
	(0.366)	(37.79)	(2.025)	(-6.761)	(4.201)
Observations	180,459	131,408	49,051	2,879	284
R-squared	0.479	0.389	0.718	0.656	0.551
Suburb FE	YES	YES	YES	YES	YES
Suburb SE Cluster	YES	YES	YES	YES	YES
Year#Month FE	YES	YES	YES	YES	YES

Panel. C House Rental Index

VARIABLES	(1) VIC	(2) GreaterMelbourne	(3) RegionalVIC	(4) GreaterGeelong	(5) FocalSuburbs
Size	-0.012***	-0.0220***	0.00620	0.00354	-0.0227
	(-3.619)	(-5.403)	(1.392)	(0.267)	(-0.800)
No.Beds	0.121***	0.132***	0.0993***	0.136***	0.0978***
	(21.54)	(20.22)	(11.31)	(9.260)	(100.6)
No.Baths	0.148***	0.141***	0.161***	0.0730***	0.138***
	(28.33)	(22.26)	(18.05)	(3.275)	(14.01)
No.Parkings	0.0249***	0.0257***	0.0244***	0.0239***	0.0254***
	(13.44)	(10.39)	(9.672)	(5.241)	(23.18)

LogCBDDistance	-0.118***	-0.108***	-0.249***	-0.529	1.362
	(-3.321)	(-2.839)	(-3.991)	(-0.661)	(2.452)
2015.year#2.month	0.00481*	0.00541*	0.00311	0.000603	-0.000882
	(1.866)	(1.671)	(0.766)	(0.0646)	(-0.0553)
2015.year#3.month	0.00278	0.00530	-0.00227	-0.00501	-0.0127
	(0.841)	(1.177)	(-0.533)	(-0.682)	(-0.550)
2015.year#4.month	0.00129	0.00596	-0.00717	-0.00318	-0.00460
	(0.438)	(1.574)	(-1.608)	(-0.286)	(-0.181)
2015.year#5.month	0.00767**	0.0106***	0.00281	0.00326	0.000759
	(2.030)	(2.635)	(0.364)	(0.226)	(0.0227)
2015.year#6.month	0.00376	0.0125**	-0.0139**	-0.0248**	-0.00915
	(0.874)	(2.212)	(-2.154)	(-2.562)	(-0.554)
2015.year#7.month	0.00492	0.0120***	-0.00623	-0.00955	-0.00324
	(1.450)	(2.831)	(-1.112)	(-0.724)	(-0.152)
2015.year#8.month	0.00586	0.0109**	-0.00359	-0.0130	-0.00220
	(1.540)	(2.215)	(-0.619)	(-1.287)	(-0.273)
2015.year#9.month	-0.0127	-0.0174	-0.00405	0.00597	0.00324
	(-0.835)	(-0.859)	(-0.678)	(0.443)	(0.107)
2015.year#10.month	0.00710**	0.0124***	-0.00355	-0.00195	-0.0143
	(2.057)	(2.895)	(-0.624)	(-0.140)	(-0.573)
2015.year#11.month	0.0167***	0.0193***	0.0118	-0.000104	-0.0107
	(4.363)	(4.737)	(1.536)	(-0.00465)	(-0.450)
2015.year#12.month	0.0177***	0.0204***	0.0123*	0.0189	-0.0238
	(4.407)	(4.365)	(1.762)	(0.756)	(-0.958)
2016.year#1.month	0.0254***	0.0288***	0.0191***	0.0309*	0.0109
	(8.170)	(7.907)	(3.343)	(1.693)	(0.633)
2016.year#2.month	0.0245***	0.0310***	0.0124**	0.0223	0.00336
	(7.871)	(8.618)	(2.252)	(1.289)	(0.396)
2016.year#3.month	0.0751*	0.104**	0.0115**	0.0190*	0.0203
	(1.881)	(2.030)	(1.996)	(1.793)	(0.777)
2016.year#4.month	0.0249***	0.0359***	0.00605	0.0218**	0.00208
	(7.344)	(8.811)	(1.097)	(2.440)	(0.113)
2016.year#5.month	0.0225***	0.0355***	-0.000222	0.00553	0.000153
	(6.633)	(8.997)	(-0.0406)	(0.574)	(0.00932)
2016.year#6.month	0.0230***	0.0313***	0.00842	-0.00180	-0.00450
	(6.759)	(7.328)	(1.625)	(-0.289)	(-0.279)
2016.year#7.month	0.0290***	0.0361***	0.0152***	0.0171	0.00791
	(8.477)	(8.721)	(2.602)	(1.204)	(0.310)
2016.year#8.month	0.0284***	0.0361***	0.0145***	0.0201*	0.0121
	(8.417)	(8.691)	(2.685)	(1.858)	(0.444)
2016.year#9.month	0.0278***	0.0352***	0.0150***	0.0344***	0.0371
	(8.620)	(8.519)	(3.152)	(3.334)	(1.047)
2016.year#10.month	0.0350***	0.0433***	0.0196***	0.0199	0.0191
	(9.244)	(8.795)	(3.472)	(1.661)	(0.632)
2016.year#11.month	0.0372***	0.0433***	0.0247***	0.0154	-0.00679
	(10.99)	(10.73)	(4.178)	(1.557)	(-0.293)
2016.year#12.month	0.0465***	0.0501***	0.0392***	0.0398***	0.0151
	(10.72)	(11.86)	(4.383)	(3.782)	(0.824)
2017.year#1.month	0.0512***	0.0538***	0.0454***	0.0517***	0.0435
	(12.24)	(15.04)	(4.772)	(3.566)	(2.768)
2017.year#2.month	0.0562***	0.0645***	0.0414***	0.0475***	0.0546*
	(13.41)	(17.85)	(4.538)	(4.325)	(3.110)
2017.year#3.month	0.0616***	0.0695***	0.0489***	0.0575***	0.0304
	(13.84)	(18.22)	(4.705)	(4.541)	(0.976)
2017.year#4.month	0.0649***	0.0746***	0.0486***	0.0545***	0.0515
	(12.76)	(16.08)	(4.563)	(2.919)	(2.299)
2017.year#5.month	0.0642***	0.0727***	0.0485***	0.0563***	0.0383
	(16.52)	(15.72)	(7.428)	(3.458)	(1.655)
2017.year#6.month	0.0648***	0.0728***	0.0484***	0.0645***	0.0681

	(17.65)	(17.19)	(7.365)	(3.932)	(2.120)
2017.year#7.month	0.0643***	0.0708***	0.0506***	0.0557***	0.0808
	(17.08)	(16.08)	(7.531)	(2.939)	(2.822)
2017.year#8.month	0.0645***	0.0719***	0.0488***	0.0561***	0.0651*
	(18.14)	(17.43)	(7.788)	(3.905)	(3.016)
2017.year#9.month	0.0652***	0.0674***	0.0600***	0.0605***	0.0646
	(17.67)	(15.47)	(8.905)	(4.505)	(2.296)
2017.year#10.month	0.0663***	0.0717***	0.0561***	0.0734***	0.0632
	(18.32)	(17.17)	(8.559)	(6.100)	(2.570)
2017.year#11.month	0.0744***	0.0802***	0.0628***	0.0597***	0.0741
	(20.10)	(18.81)	(9.411)	(4.432)	(2.675)
2017.year#12.month	0.0745***	0.0825***	0.0579***	0.0741***	0.0700
	(20.09)	(18.02)	(9.740)	(5.660)	(2.877)
2018.year#1.month	0.107***	0.0913***	0.128***	0.0787***	0.0855**
	(5.345)	(21.04)	(3.171)	(7.152)	(4.457)
2018.year#2.month	0.0898***	0.0977***	0.0728***	0.0769***	0.0740*
	(24.34)	(22.70)	(10.94)	(7.536)	(3.835)
2018.year#3.month	0.0906***	0.0973***	0.0771***	0.113***	0.145**
	(24.47)	(21.87)	(12.06)	(7.886)	(6.794)
2018.year#4.month	0.0948***	0.0979***	0.0883***	0.121***	0.163*
	(23.44)	(19.21)	(13.66)	(8.108)	(3.023)
2018.year#5.month	0.0950***	0.0994***	0.0860***	0.110***	0.120*
	(24.55)	(22.23)	(12.08)	(5.612)	(3.060)
2018.year#6.month	0.0925***	0.0966***	0.0836***	0.100***	0.117*
	(24.42)	(20.61)	(13.27)	(7.448)	(3.539)
2018.year#7.month	0.0957***	0.101***	0.0850***	0.0962***	0.103
	(26.75)	(22.66)	(14.30)	(6.277)	(2.189)
2018.year#8.month	0.0897***	0.104***	0.0685***	0.0961***	0.117*
	(8.146)	(22.51)	(3.597)	(6.996)	(4.003)
2018.year#9.month	0.102***	0.108***	0.0897***	0.100***	0.102**
	(27.32)	(23.36)	(14.62)	(6.815)	(4.797)
2018.year#10.month	0.107***	0.108***	0.105***	0.0994***	0.123*
	(26.44)	(23.52)	(13.17)	(7.150)	(3.389)
2018.year#11.month	0.109***	0.110***	0.105***	0.116***	0.136**
	(28.74)	(24.22)	(15.52)	(7.252)	(6.774)
2018.year#12.month	0.113***	0.113***	0.114***	0.121***	0.165***
	(25.19)	(19.87)	(15.82)	(14.55)	(19.07)
2019.year#1.month	0.126***	0.131***	0.116***	0.124***	0.138**
	(11.39)	(8.406)	(16.25)	(9.569)	(6.932)
2019.year#2.month	0.118***	0.120***	0.113***	0.104***	0.136**
	(26.90)	(21.87)	(16.04)	(6.343)	(5.444)
2019.year#3.month	0.122***	0.117***	0.131***	0.142***	0.165**
	(27.44)	(22.67)	(15.99)	(10.91)	(7.856)
2019.year#4.month	0.119***	0.113***	0.132***	0.149***	0.145**
	(26.55)	(21.75)	(16.09)	(7.246)	(5.484)
2019.year#5.month	0.117***	0.114***	0.122***	0.137***	0.163**
	(26.00)	(19.71)	(19.29)	(8.947)	(9.447)
2019.year#6.month	0.143***	0.147***	0.123***	0.127***	0.149**
	(5.957)	(5.355)	(17.18)	(15.05)	(9.130)
2019.year#7.month	0.111***	0.105***	0.123***	0.148***	0.155**
	(27.11)	(21.01)	(18.03)	(12.19)	(8.512)
2019.year#8.month	0.109***	0.107***	0.114***	0.128***	0.162**
	(23.41)	(17.71)	(17.91)	(7.678)	(8.415)
2019.year#9.month	0.110***	0.106***	0.122***	0.132***	0.140**
	(27.69)	(21.75)	(18.02)	(11.59)	(6.215)
2019.year#10.month	0.111***	0.105***	0.126***	0.133***	0.185***
	(27.50)	(21.75)	(17.54)	(11.65)	(12.12)
2019.year#11.month	0.116***	0.111***	0.127***	0.124***	0.174**
	(26.73)	(20.99)	(17.51)	(8.494)	(6.174)

2019.year#12.month	0.118***	0.108***	0.141***	0.137***	0.176***
	(27.81)	(21.42)	(19.86)	(14.57)	(10.29)
2020.year#1.month	0.125***	0.121***	0.136***	0.138***	0.183***
	(30.12)	(23.93)	(19.15)	(12.65)	(10.91)
2020.year#2.month	0.128***	0.124***	0.140***	0.139***	0.193***
	(30.19)	(23.98)	(19.46)	(12.85)	(14.81)
2020.year#3.month	0.126***	0.120***	0.140***	0.150***	0.192***
	(29.80)	(22.95)	(21.07)	(15.85)	(12.09)
2020.year#4.month	0.115***	0.104***	0.135***	0.124***	0.171**
	(24.80)	(18.46)	(18.00)	(10.62)	(5.850)
2020.year#5.month	0.109***	0.0942***	0.140***	0.120***	0.153**
	(20.82)	(15.89)	(15.23)	(10.88)	(4.731)
2020.year#6.month	0.112***	0.0960***	0.148***	0.134***	0.160**
	(21.81)	(16.92)	(14.78)	(9.133)	(6.679)
2020.year#7.month	0.115***	0.0955***	0.156***	0.129***	0.165**
	(17.46)	(14.49)	(11.05)	(5.962)	(4.815)
2020.year#8.month	0.127***	0.0906***	0.188***	0.149***	0.163*
	(15.58)	(13.47)	(11.15)	(6.892)	(3.509)
2020.year#9.month	0.110***	0.0836***	0.165***	0.167***	0.231*
	(18.18)	(13.56)	(14.33)	(7.873)	(4.259)
2020.year#10.month	0.104***	0.0818***	0.164***	0.137***	0.163**
	(17.43)	(13.89)	(12.04)	(9.429)	(7.326)
Constant	124.2***	22.71***	5.552***	1.353	-3.962
	(8.086)	(28.55)	(9.400)	(0.413)	(-0.832)
Observations	1,600,271	1,111,617	488,654	55,512	8,197
R-squared	0.649	0.664	0.588	0.467	0.476
Suburb FE	YES	YES	YES	YES	YES
Suburb SE Cluster	YES	YES	YES	YES	YES
Year#Month FE	YES	YES	YES	YES	YES

Panel. D Unit Rental Index

VARIABLES	(1) VIC	(2) GreaterMelbourne	(3) RegionalVIC	(4) GreaterGeelong	(5) FocalSuburbs
Size	0.0226***	0.0252***	0.00581	0.00654	-0.0159**
	(4.109)	(4.070)	(1.123)	(0.486)	(-6.046)
No.Beds	0.191***	0.191***	0.193***	0.212***	0.185**
	(26.63)	(22.14)	(23.32)	(14.90)	(8.016)
No.Baths	0.165***	0.162***	0.170***	0.131***	0.0752
	(25.37)	(21.25)	(17.63)	(3.004)	(2.718)
No.Parkings	0.0878***	0.0987***	0.0286***	0.0420***	0.0279
	(12.25)	(13.58)	(4.997)	(3.199)	(1.890)
LogCBDDistance	-0.145***	-0.144***	-0.154***	-0.392	3.074**
	(-4.592)	(-4.455)	(-2.615)	(-0.468)	(5.346)
2015.year#2.month	-0.00482	-0.00686	0.00544	0.0103	-0.0612
	(-0.838)	(-1.006)	(0.992)	(0.671)	(-1.991)
2015.year#3.month	0.00492	0.00513	0.00584	0.0241	0.0924***
	(1.643)	(1.494)	(1.167)	(1.495)	(12.32)
2015.year#4.month	0.0123***	0.0144***	0.00361	0.0136	0.0490
	(3.420)	(3.660)	(0.527)	(0.790)	(2.259)
2015.year#5.month	-0.074***	-0.0811***	0.0164**	-0.0127	-0.00134
	(-5.141)	(-6.020)	(2.365)	(-0.607)	(-0.177)
2015.year#6.month	0.0126***	0.0134**	0.00897	-0.00470	0.0651***
	(2.588)	(2.405)	(1.329)	(-0.292)	(16.55)
2015.year#7.month	0.0139***	0.0152***	0.00833	0.0124	0.0796**

	(2.876)	(2.713)	(1.049)	(0.447)	(7.121)
2015.year#8.month	0.0144***	0.0162***	0.00616	-0.0395	0.0938***
	(3.237)	(3.229)	(0.828)	(-1.453)	(14.55)
2015.year#9.month	0.00390	0.00386	0.00718	-0.00213	0.0823
	(1.059)	(0.935)	(1.093)	(-0.187)	(1.254)
2015.year#10.month	0.00461	0.00309	0.0120*	0.0109	0.0647**
	(1.027)	(0.593)	(1.900)	(0.759)	(5.118)
2015.year#11.month	0.00609	0.00702	0.00647	0.0226	0.0922***
	(1.525)	(1.473)	(0.979)	(1.023)	(15.56)
2015.year#12.month	0.00424	0.00259	0.0163**	0.0190	0.0529
	(0.739)	(0.382)	(2.256)	(1.241)	(0.922)
2016.year#1.month	0.0149***	0.0139***	0.0202***	0.0154	0.0600
	(4.032)	(3.289)	(3.298)	(0.884)	(1.464)
2016.year#2.month	0.0264***	0.0252***	0.0312***	0.0182	-0.0148
	(6.782)	(5.509)	(4.951)	(1.051)	(-0.933)
2016.year#3.month	0.0313***	0.0322***	0.0277***	0.0257	0.0429**
	(8.040)	(7.108)	(4.635)	(1.417)	(7.753)
2016.year#4.month	0.0356***	0.0371***	0.0323***	0.0287	0.0360
	(8.257)	(7.311)	(4.957)	(1.485)	(1.286)
2016.year#5.month	0.0344***	0.0313***	0.0448***	0.00989	0.0793
	(6.569)	(6.651)	(3.279)	(0.898)	(2.297)
2016.year#6.month	0.0290***	0.0314***	0.0229***	0.0242	0.105**
	(6.294)	(5.706)	(3.943)	(1.345)	(5.757)
2016.year#7.month	0.0343***	0.0365***	0.0266***	0.0112	0.0782*
	(7.933)	(7.169)	(4.039)	(0.771)	(3.026)
2016.year#8.month	0.0334***	0.0334***	0.0357***	0.0287	0.0645*
	(6.874)	(5.995)	(4.495)	(0.608)	(3.124)
2016.year#9.month	0.0393***	0.0401***	0.0383***	0.0219	0.0280
	(7.515)	(6.424)	(5.482)	(1.435)	(1.068)
2016.year#10.month	0.0390***	0.0413***	0.0321***	0.0231	0.0220
	(8.479)	(7.701)	(4.427)	(1.324)	(1.010)
2016.year#11.month	0.0338***	0.0307***	0.0504***	0.0227	0.0406
	(8.137)	(6.760)	(4.695)	(1.427)	(1.960)
2016.year#12.month	0.0365***	0.0354***	0.0460***	0.0449*	0.0112
	(5.580)	(4.323)	(6.734)	(2.028)	(1.512)
2017.year#1.month	0.0484***	0.0491***	0.0482***	0.0236	0.0402
	(9.090)	(7.589)	(7.221)	(1.198)	(1.511)
2017.year#2.month	0.0554***	0.0550***	0.0596***	0.0409**	0.0801
	(11.34)	(9.527)	(7.657)	(2.577)	(1.837)
2017.year#3.month	0.0687***	0.0715***	0.0603***	0.0385**	0.0560
	(12.92)	(11.29)	(7.769)	(2.225)	(1.523)
2017.year#4.month	0.0787***	0.0825***	0.0658***	0.0285	0.0591
	(12.24)	(11.00)	(6.427)	(1.521)	(1.437)
2017.year#5.month	0.0673***	0.0766***	0.0499***	0.0616***	0.0874**
	(8.855)	(13.03)	(3.796)	(4.732)	(6.567)
2017.year#6.month	0.0781***	0.0803***	0.0700***	0.0772***	0.0598**
	(15.57)	(13.74)	(8.597)	(3.374)	(5.708)
2017.year#7.month	0.0785***	0.0784***	0.0793***	0.0734***	0.0693**
	(13.71)	(11.43)	(8.815)	(3.431)	(8.073)
2017.year#8.month	0.0759***	0.0758***	0.0799***	0.0679***	0.105***
	(12.41)	(9.979)	(7.756)	(4.757)	(84.47)
2017.year#9.month	0.0765***	0.0786***	0.0707***	0.0830***	0.0849
	(11.83)	(9.939)	(8.951)	(5.629)	(2.068)
2017.year#10.month	0.0648***	0.0654***	0.0682***	0.0602***	0.0597
	(16.87)	(14.84)	(8.631)	(3.014)	(2.843)
2017.year#11.month	0.0719***	0.0729***	0.0713***	0.0551***	0.0734
	(16.77)	(14.61)	(9.458)	(3.111)	(1.840)
2017.year#12.month	0.0751***	0.0772***	0.0715***	0.0710***	0.0308
	(9.060)	(7.585)	(8.010)	(3.901)	(2.370)

2018.year#1.month	0.0820***	0.0810***	0.0889***	0.0737***	0.113**
	(13.00)	(10.93)	(9.211)	(4.802)	(7.678)
2018.year#2.month	0.0935***	0.0939***	0.0930***	0.0938***	0.0741*
	(12.17)	(10.07)	(10.91)	(4.378)	(3.795)
2018.year#3.month	0.0959***	0.0974***	0.0925***	0.0684***	0.102**
	(15.35)	(12.90)	(13.52)	(4.245)	(4.387)
2018.year#4.month	0.0981***	0.102***	0.0883***	0.0692***	0.0985*
	(20.44)	(17.65)	(14.33)	(2.826)	(3.458)
2018.year#5.month	0.106***	0.108***	0.0978***	0.101***	0.106
	(24.07)	(21.11)	(13.23)	(5.618)	(2.848)
2018.year#6.month	0.106***	0.108***	0.0999***	0.105***	0.0491
	(25.97)	(23.03)	(12.82)	(5.463)	(1.931)
2018.year#7.month	0.101***	0.0995***	0.106***	0.0933***	0.0464
	(18.18)	(15.40)	(13.77)	(4.186)	(1.144)
2018.year#8.month	0.105***	0.105***	0.108***	0.0747***	0.0825**
	(19.13)	(16.09)	(14.07)	(4.697)	(5.382)
2018.year#9.month	0.108***	0.108***	0.111***	0.0926***	0.0988*
	(25.38)	(22.71)	(12.45)	(4.575)	(3.645)
2018.year#10.month	0.0984***	0.0947***	0.116***	0.117***	0.163
	(17.68)	(15.02)	(13.48)	(7.977)	(2.619)
2018.year#11.month	0.1000***	0.0998***	0.105***	0.147***	0.148**
	(19.97)	(17.26)	(13.14)	(4.215)	(4.615)
2018.year#12.month	0.0983***	0.0953***	0.116***	0.105***	0.130**
	(16.70)	(13.78)	(15.64)	(4.577)	(4.910)
2019.year#1.month	0.110***	0.109***	0.118***	0.106***	0.171***
	(17.68)	(14.75)	(16.97)	(6.567)	(11.39)
2019.year#2.month	0.119***	0.117***	0.128***	0.101***	0.186***
	(19.38)	(16.29)	(17.04)	(7.247)	(11.33)
2019.year#3.month	0.133***	0.133***	0.132***	0.132***	0.158**
	(27.49)	(23.39)	(20.46)	(7.707)	(4.703)
2019.year#4.month	0.133***	0.132***	0.136***	0.131***	0.131**
	(23.71)	(19.81)	(19.76)	(5.576)	(7.992)
2019.year#5.month	0.128***	0.127***	0.133***	0.126***	0.238**
	(26.22)	(22.35)	(17.50)	(7.125)	(5.790)
2019.year#6.month	0.128***	0.128***	0.131***	0.144***	0.240**
	(20.62)	(17.48)	(19.20)	(9.292)	(5.588)
2019.year#7.month	0.124***	0.123***	0.130***	0.131***	0.219*
	(18.30)	(15.48)	(18.74)	(8.494)	(3.718)
2019.year#8.month	0.122***	0.122***	0.127***	0.148***	0.194*
	(21.47)	(18.26)	(18.12)	(6.480)	(4.195)
2019.year#9.month	0.119***	0.117***	0.133***	0.146***	0.192***
	(19.10)	(16.72)	(15.14)	(5.264)	(11.58)
2019.year#10.month	0.0716*	0.0626	0.132***	0.155***	0.177*
	(1.783)	(1.462)	(19.68)	(8.855)	(4.081)
2019.year#11.month	0.125***	0.124***	0.133***	0.168***	0.174**
	(16.29)	(13.71)	(21.71)	(11.66)	(6.365)
2019.year#12.month	0.124***	0.122***	0.134***	0.183***	0.166**
	(16.19)	(13.65)	(17.76)	(7.768)	(5.359)
2020.year#1.month	0.138***	0.136***	0.148***	0.179***	0.244***
	(17.30)	(14.32)	(19.45)	(9.631)	(25.63)
2020.year#2.month	0.142***	0.142***	0.143***	0.174***	0.208***
	(19.19)	(16.45)	(18.59)	(11.44)	(18.27)
2020.year#3.month	0.167***	0.163***	0.143***	0.172***	0.185**
	(15.21)	(15.15)	(22.69)	(11.58)	(8.126)
2020.year#4.month	0.0990***	0.0919***	0.139***	0.193***	0.252***
	(8.305)	(7.122)	(18.60)	(10.22)	(13.59)
2020.year#5.month	0.0759***	0.0666***	0.136***	0.196***	0.211***
	(4.534)	(3.801)	(18.18)	(13.39)	(13.30)
2020.year#6.month	0.0868***	0.0811**	0.120***	0.175***	0.276*

	(2.929)	(2.518)	(17.96)	(10.50)	(4.090)
2020.year#7.month	0.0402*	0.0271	0.125***	0.172***	0.229***
	(1.716)	(1.094)	(16.09)	(9.124)	(10.11)
2020.year#8.month	0.0286	0.0123	0.119***	0.144***	0.178*
	(1.159)	(0.464)	(12.00)	(10.21)	(3.739)
2020.year#9.month	0.0128	-0.00484	0.124***	0.141***	0.197**
	(0.432)	(-0.158)	(15.55)	(9.039)	(9.898)
2020.year#10.month	-0.00243	-0.0201	0.110***	0.200***	0.260***
	(-0.0771)	(-0.607)	(14.25)	(7.702)	(16.04)
Constant	-13.38***	2.891***	-18.93***	6.270**	13.60*
	(-5.388)	(10.85)	(-3.221)	(2.494)	(3.758)
Observations	1,259,754	1,015,405	244,349	14,123	1,061
R-squared	0.704	0.661	0.792	0.661	0.770
Suburb FE	YES	YES	YES	YES	YES
Suburb SE Cluster	YES	YES	YES	YES	YES
Year#Month FE	YES	YES	YES	YES	YES

*Note: This table reports the results of estimating Hedonic Model (A.2) to construct the Index. Panel.A presents the results on house transactional sample. Panel.B presents the results on unit transactional sample. Panel.C presents the results on house rental sample. Panel.D presents the results on unit rental sample. The column (1) in each panel presents the Hedonic model for the whole VIC. The column (2) in each panel presents the Hedonic model for the Greater Melbourne. The column (3) in each panel presents the Hedonic model for the Regional VIC. The column (4) in each panel presents the Hedonic model for the Greater Geelong. The column (5) in each panel presents the Hedonic model for the three focal suburbs. Suburb fixed effect is included, and the standard error is clustered on suburb level. Robust t-statistics in parentheses. *** p<0.01, ** p<0.05, * p<0.1*

In Table 2A.3, estimated coefficients of year-month interaction variables are used to construct the hedonic model. We set the price level on January 2015 as the baseline (100%), then the price levels in the following month-year combinations are calculated as below:

$$Index_{m,y} = 100 + 100 * \beta_{m,y} \qquad \text{Eq(A3)}$$

Where the $\beta_{m,y}$ is the estimated coefficient of month *m* year *y*. For example, the estimated coefficient of "*2015.year#3.month*" in Column (1) VIC of Panel A house transactional sample is 0.0361, then the house price level of the whole VIC in March of 2015 is equal to 100+100*0.0361=103.61. Further we calculate the mover-average with window of 3 month to smooth the index, and then we plot the Index lines in Figures 1 to 4. The index after mover-average smooth are presented in the Table below.

Table 2A.4: Hedonic Index After Mover-Average Smooth

Panel A. House Transactional Index

	VIC	GreaterMelbourne	RegionalVIC	GreaterGeelong	FocalSuburbs
201501	100	100	100	100	100
201502	103.246	104.954	101.2524	99.36192	97.2378
201503	103.8933	105.8117	101.5903	99.24493	98.13983
201504	104.2286	106.2243	101.786	99.27895	97.66271
201505	105.3343	107.7671	102.3131	99.47894	97.63386
201506	106.13	108.8	102.7171	99.7768	97.11172
201507	106.9686	109.8086	103.2571	100.3123	98.69315
201508	107.8071	110.8514	103.7686	101.2994	99.89543
201509	108.2371	111.2286	104.2271	101.644	99.89543

201510	108.5357	111.4857	104.5214	102.3797	99.66543
201511	109.2014	112.2429	105.0429	103.0821	100.2111
201512	109.6957	112.7143	105.5643	103.5379	100.3667
201601	110.1771	113.2	106.0429	104.0614	101.4496
201602	110.5657	113.6714	106.2729	104.4157	101.1271
201603	111.0257	114.3	106.4471	104.1843	100.8643
201604	111.4171	114.8571	106.5914	104.7486	101.7786
201605	112.1429	115.8143	107.0014	105.1514	102.2043
201606	112.8714	116.7429	107.3886	105.5743	102.7071
201607	113.7714	117.9429	107.7829	106.3143	103.4447
201608	114.7714	119.2143	108.37	106.85	103.4676
201609	115.7714	120.3571	109.1443	107.8871	105.14
201610	116.5429	121.2714	109.8186	109.1271	106.1086
201611	117.8	122.7857	110.69	110.2114	107.6029
201612	119.0714	124.4286	111.3314	111.6357	109.1143
201701	120.1714	125.7714	112.0714	113.2986	111.1229
201702	121.2571	127.0429	112.9143	114.2743	112.9157
201703	122.4714	128.4143	113.8714	115.9857	115.4571
201704	123.2714	129.4714	114.3	116.7714	116.9429
201705	124.4857	130.9571	115.0286	118.0143	118.5429
201706	125.4857	132.1714	115.6714	119.4143	120.3714
201707	126.3429	133.0429	116.5857	120.8571	122.8714
201708	127.2286	134.1143	117.2286	121.8857	124.9143
201709	127.9714	134.9286	117.8	123.0714	126.4
201710	128.2571	135.2286	118.2714	124.2857	127.9
201711	128.9857	136	119.0714	126.0286	130.3429
201712	129.5857	136.4857	119.8714	127.5	133.1571
201801	129.8571	136.5857	120.5	128.7286	135
201802	129.9714	136.4857	120.9857	129.5714	136.5
201803	129.7857	135.9	121.4143	130.4714	138.0429
201804	129.4	135.1857	121.6143	131.9429	139.6857
201805	129.1	134.4857	121.7286	132.8428	141.4714
201806	128.6143	133.4571	121.9286	133.4	142.3
201807	127.8286	132.1	121.9286	133.6	141.6714
201808	126.9714	130.7	121.7286	133.6286	141.8
201809	126.0143	129.0857	121.5429	133.1857	140.7857
201810	125.6	128.1143	121.7571	133.1857	140.5286
201811	125.5	127.8571	121.9	132.6	140.2286
201812	125.2286	127.2714	122.0571	132.1572	139.8286
201901	125.0286	126.8	122.1857	131.5429	138.8143
201902	124.9857	126.7143	122.2	131.0286	138.0143
201903	125.2	127.0429	122.2857	130.6714	137.0857
201904	125.7429	127.7857	122.6286	130.8143	136.8143
201905	126.1	128.5143	122.6429	130.9429	136.3
201906	126.5857	128.9857	123.1143	131.3428	136.3286
201907	127.4571	130.1429	123.6286	131.6571	135.9714
201908	128.4286	131.4143	124.2286	132.3857	136.4857
201909	129.4286	132.5857	125	133.2429	137.5
201910	130.6571	133.8286	126.1857	134.1714	137.9286
201911	131.8	135.0714	127.1857	135.5286	138.9
201912	132.5571	135.6857	128.1143	136.4143	139.7286

202001	132.5286	135.5714	128.2	136.1857	139.8286
202002	132.5857	135.4571	128.4429	136.5429	139.4571
202003	132.8143	135.5	128.9	136.7714	139.3286
202004	133.0429	135.5714	129.2857	137.1429	139.9
202005	133.1714	135.2857	129.6714	137.5857	140.3143
202006	133.5286	135.0428	130.1429	137.5857	140.6
202007	134.0286	135.4	130.7857	137.9143	141.0857
202008	134.6833	135.8333	131.5333	138.85	141.3833
202009	135.34	136.26	132.24	139.3	142.46
202010	135.8	136.4	132.75	139.75	143.025

Panel.B Unit Transactional Index

	VIC	GreaterMelbourne	RegionalVIC	GreaterGeelong	FocalSuburbs
201501	100	100	100	100	100
201502	104.014	104.446	101.488	101.364	102.8982
201503	105.345	105.755	102.7617	104.4867	102.4928
201504	104.9671	105.2771	102.9329	103.8597	102.2033
201505	105.7543	106.0086	103.9414	103.5297	102.2699
201506	106.1929	106.4771	104.3971	102.6526	102.3364
201507	106.0157	106.2957	104.1529	101.8883	100.6257
201508	105.7471	105.9486	104.4729	103.2311	99.19128
201509	105.2671	105.6329	103.5263	104.5297	99.01329
201510	103.7686	104.1714	102.1377	102.2369	96.90385
201511	103.5214	103.9771	101.7434	102.4057	95.66443
201512	103.3314	103.99	100.8806	104.6357	94.425
201601	103.2471	103.9543	100.6206	106.1257	96.04414
201602	103.3629	104.0657	100.9391	107.4886	97.807
201603	103.51	104.2471	100.9749	105.6814	97.72143
201604	103.288	103.9193	101.0879	105.0429	96.74429
201605	103.5894	104.1993	101.4779	104.8557	99.47572
201606	104.0594	104.6593	101.9493	104.1929	100.6817
201607	104.1366	104.605	102.4707	102.8271	101.3031
201608	102.9023	102.965	103.1979	101.6643	99.15171
201609	102.7551	102.755	103.3221	101.6586	99.70029
201610	102.4666	102.495	103.0496	102.4957	100.3946
201611	103.1814	103.1929	103.7974	102.7929	102.336
201612	103.5671	103.6529	104.0274	103.1029	102.9431
201701	104.0629	104.1171	104.7389	106.6257	102.3
201702	105.0171	105.1986	105.2303	107.3814	101.995
201703	107.4014	107.8486	106.3289	109.7429	101.3579
201704	107.51	107.8943	106.676	110.2971	99.40215
201705	108.1771	108.42	107.8229	111.3957	99.14357
201706	108.6914	109.0443	108.0243	112.4771	98.89643
201707	109.04	109.3086	108.6414	113.49	100.215
201708	109.0157	109.3671	108.3343	112.5329	103.4679
201709	108.8043	109.0957	108.3943	114.1286	105.48
201710	107.7771	107.97	107.7729	113.3	110.4829
201711	108.0014	108.2257	107.8686	114.3714	111.8457
201712	108.03	108.3357	107.5671	114.9	113.2229

201801	107.7129	107.9457	107.4014	116.0571	117.4314
201802	107.1929	107.3571	107.1286	117.2286	116.2329
201803	106.7543	106.8686	106.7586	118.5571	113.8171
201804	105.67	105.5843	106.4057	118.1857	113.8214
201805	105.04	104.9771	105.6871	120.2714	115.3643
201806	104.8371	104.6657	105.9186	121.1857	118.56
201807	103.6943	103.3371	105.4543	122.2	119.4171
201808	102.2557	101.7257	104.72	121.5857	117.9171
201809	101.4857	100.6814	104.8157	121.3286	119.9157
201810	100.5514	99.56571	104.5471	120.7143	123.8743
201811	100.3629	99.39243	104.3343	121	127.4857
201812	100.4314	99.38243	104.6771	120.6714	125.1429
201901	100.1357	99.06957	104.4257	122.0857	126.2
201902	100.5243	99.42957	104.9843	121.4286	128.3714
201903	101.6157	100.5024	106.0286	123	128.7571
201904	102.29	101.3839	106.0386	123.9	128.9143
201905	103.4643	102.6324	106.9143	123.9857	127.0671
201906	104.5214	103.7743	107.5671	124.6857	123.4014
201907	105.4514	104.6657	108.65	125.0286	123.8586
201908	106.6343	105.9129	109.57	123.5857	121.43
201909	107.9414	107.2443	110.6043	125.1	121.1586
201910	108.6271	107.8886	111.4757	126.6714	121.8443
201911	109.7771	108.9971	112.7043	127.1857	122.6871
201912	110.5529	109.6914	113.72	129.7143	122.62
202001	110.6871	109.6629	114.3857	131.0143	125.2143
202002	110.6357	109.5114	114.5143	131.2857	124.1429
202003	110.3157	108.94	114.9429	132.3857	126.4571
202004	110.2014	108.8157	114.8571	133.2571	126.9429
202005	110.1729	108.6771	114.7429	132.1143	125.6571
202006	110.1157	108.2371	115	132.6429	125.1857
202007	110.03	108.08	115.0286	132.0571	127.7714
202008	110.1433	108.0783	115.2333	131.8	128.0833
202009	110.426	108.258	115.58	132.56	130.22
202010	110.8175	108.7225	115.25	132.725	129.35

Panel.C House Rental Index

	VIC	GreaterMelbourne	RegionalVIC	GreaterGeelong	FocalSuburbs
201501	100	100	100	100	100
201502	100.331	100.5454	99.9284	99.9132	99.6512
201503	100.3385	100.6628	99.70866	99.51433	99.556
201504	100.3604	100.7396	99.66171	99.44657	99.57372
201505	100.4441	100.8953	99.61028	99.26086	99.54229
201506	100.194	100.5694	99.50729	99.33757	99.60143
201507	100.2557	100.6709	99.48872	99.38042	99.57857
201508	100.4759	100.8614	99.76014	99.42471	99.49142
201509	100.6191	101.0014	99.89571	99.64814	99.14057
201510	100.9283	101.2343	100.3671	100.4439	99.42771
201511	101.208	101.5057	100.6329	100.8996	99.52143
201512	102.1971	102.8357	100.8486	101.3567	99.84286

201601	102.7343	103.5971	100.9936	101.5829	99.82629
201602	102.9543	103.9271	101.0421	101.6904	100.0327
201603	103.0443	104.0986	100.9939	101.6661	100.1213
201604	103.2057	104.3229	101.0353	101.6404	100.5743
201605	103.2486	104.4271	100.9696	101.4861	100.5914
201606	103.2957	104.4871	101.0067	101.659	101.0734
201607	102.7229	103.62	101.1224	101.6719	101.0563
201608	102.8986	103.7257	101.3889	101.5804	100.9294
201609	103.2414	103.9343	101.9517	102.07	101.143
201610	103.6443	104.2557	102.48	102.8343	101.8287
201611	104.0329	104.6614	102.8543	103.2686	102.4957
201612	104.5071	105.1386	103.3457	103.8029	102.7571
201701	105.0371	105.7014	103.8257	104.09	102.9629
201702	105.4543	106.1214	104.2386	104.61	103.2371
201703	105.8486	106.5429	104.5771	105.3114	104.3071
201704	106.1029	106.8386	104.74	105.5386	105.2457
201705	106.2929	107.0971	104.7886	105.6014	105.5543
201706	106.4214	107.1386	105.0543	105.7871	105.6971
201707	106.4886	107.17	105.1571	106.0143	106.1657
201708	106.6243	107.25	105.36	106.0886	106.4886
201709	106.7714	107.39	105.4943	106.3429	106.9414
201710	107.3743	107.6543	106.6314	106.5457	107.19
201711	107.7386	108.0386	106.9486	106.8486	107.0929
201712	108.1114	108.4014	107.3529	107.6614	108.2343
201801	108.5343	108.8371	107.7571	108.5257	109.64
201802	108.9443	109.2329	108.1843	109.0486	110.4514
201803	109.2029	109.4671	108.4814	109.6243	111.0643
201804	109.5057	109.7314	108.8686	109.94	111.5357
201805	109.2586	109.9129	108.0186	110.1886	111.9857
201806	109.4329	110.06	108.26	110.5186	112.3857
201807	109.6671	110.2129	108.6586	110.3243	112.0714
201808	109.87	110.3857	108.8971	110.2529	111.6857
201809	110.1271	110.58	109.2971	110.41	112.3286
201810	110.6057	111.0714	109.76	110.7529	112.6286
201811	110.9243	111.3429	110.16	110.8643	113.1
201812	111.3857	111.5286	111.0529	111.52	113.7857
201901	111.6286	111.6	111.6571	112.22	114.4
201902	111.7714	111.6857	111.9	112.7571	114.9714
201903	112.2571	112.2143	112.1571	112.9143	115.1571
201904	112.2286	112.1	112.2857	113.3	115.0143
201905	111.9857	111.7571	112.2571	113.3571	115.3571
201906	111.8714	111.5571	112.3857	113.7571	115.4143
201907	111.7143	111.3857	112.3143	113.6286	115.7
201908	111.6714	111.3571	112.2429	113.2714	116.1143
201909	111.6857	111.2714	112.5143	113.2714	116.3
201910	111.4286	110.9	112.7	113.4286	116.7857
201911	111.6714	111.1714	112.9429	113.3	117.3286
201912	111.9143	111.3571	113.3143	113.6143	117.7571
202001	111.9857	111.3286	113.5	113.5	118.2
202002	111.9571	111.1743	113.7	113.3143	117.7429
202003	111.9	110.96	114	113.4571	117.5429

202004	111.8571	110.7814	114.2143	113.3429	117.3857
202005	111.8857	110.3471	114.9571	113.5	117.1
202006	111.6286	109.77	115.3143	113.9	117.6429
202007	111.3143	109.2243	115.6571	113.7143	117.2286
202008	111.2833	109.0283	116.0167	113.9333	117.25
202009	111.36	108.95	116.42	114.32	117.64
202010	111.4	108.7875	116.825	114.55	118.05

Panel.D Unit Rental Index

	VIC	GreaterMelbourne	RegionalVIC	GreaterGeelong	FocalSuburbs
201501	100	100	100	100	100
201502	98.7664	98.6306	100.6258	100.706	101.578
201503	99.182	99.08217	100.671	100.51	102.4
201504	99.49743	99.43043	100.6941	100.6143	103.1943
201505	99.70314	99.66186	100.7821	100.05	104.5343
201506	99.82743	99.81557	100.807	99.87286	106.5843
201507	99.823	99.78643	100.895	99.68429	106.1886
201508	99.73428	99.681	100.9359	99.81286	106.8057
201509	100.8534	100.8766	100.9344	100.2657	107.58
201510	100.8863	100.8837	101.0949	100.5529	107.5071
201511	101.0649	101.0266	101.4216	100.6357	106.1586
201512	101.3063	101.2551	101.7293	101.5671	105.4314
201601	101.7591	101.73	102.0881	102.0071	104.77
201602	102.1847	102.133	102.5567	101.9927	104.9786
201603	102.512	102.4813	102.7914	102.0156	105.1614
201604	102.9414	102.9657	102.9386	101.9041	105.5229
201605	103.2057	103.2443	103.16	102.0941	105.5871
201606	103.39	103.4571	103.2614	102.147	106.1986
201607	103.5	103.5871	103.3243	102.1099	105.9
201608	103.4743	103.4957	103.5829	102.0241	105.9657
201609	103.5043	103.5543	103.6	102.5243	104.9929
201610	103.7814	103.8071	103.9614	102.5157	104.0671
201611	104.0829	104.0714	104.4329	102.94	104.0943
201612	104.5871	104.6157	104.7843	103.08	103.9729
201701	105.15	105.2214	105.1771	103.1743	104.4171
201702	105.5543	105.7257	105.4314	103.7243	105.3514
201703	106.1871	106.4343	105.7114	104.5029	105.6257
201704	106.7871	107.0486	106.1871	104.91	106.4557
201705	107.18	107.43	106.64	105.5429	107.3814
201706	107.4814	107.7671	106.7986	106.1443	107.45
201707	107.4257	107.68	106.9114	106.4543	107.5029
201708	107.3286	107.5429	106.99	106.8343	107.7071
201709	107.44	107.5514	107.2986	106.9686	106.8986
201710	107.4957	107.5614	107.5686	106.9186	107.6586
201711	107.71	107.7829	107.7643	107.21	107.7271
201712	107.9957	108.0914	107.9443	107.2171	107.6843
201801	108.3043	108.4257	108.1957	107.02	107.8786
201802	108.8929	109.0343	108.6186	107.6029	108.54
201803	109.38	109.5357	109.0271	108.3157	108.1929

201804	109.75	109.8543	109.52	108.6343	108.4157
201805	110.0786	110.1971	109.7929	108.6486	107.98
201806	110.2857	110.3986	110.05	108.6314	108.3329
201807	110.3214	110.36	110.3857	109.3257	109.2043
201808	110.3486	110.3286	110.6243	110.4371	109.9114
201809	110.2386	110.1471	110.8843	110.4943	110.2543
201810	110.2957	110.1614	111.1429	110.5086	111.9957
201811	110.5529	110.4114	111.4571	110.6186	113.99
201812	110.9529	110.8114	111.8	111.4371	115.0686
201901	111.31	111.1543	112.1571	111.9857	115.5286
201902	111.7329	111.6157	112.4	112.1143	116.6
201903	112.1329	112.0186	112.7714	112.0714	117.9143
201904	112.5	112.4143	112.9714	112.4429	119.1857
201905	112.6714	112.6	113.1	113.0429	119.5143
201906	112.6714	112.6	113.1714	113.6857	119.6
201907	111.7943	111.5943	113.1714	114.0143	119.8714
201908	111.68	111.48	113.1286	114.5429	120.4857
201909	111.6229	111.4086	113.1429	115.3571	119.4571
201910	111.7657	111.5229	113.3857	115.8571	119.5143
201911	112.0229	111.7943	113.5714	116.4714	119.3571
201912	112.6657	112.38	113.8	116.8143	119.2286
202001	112.38	112.0214	113.8857	117.4857	120.0857
202002	112.4414	112.0786	113.9429	118.0714	120.5714
202003	111.8957	111.4657	113.7571	118.1714	122.0286
202004	110.6986	110.11	113.6286	118.0143	122.9286
202005	109.1357	108.3429	113.2143	117.5143	121.9857
202006	107.29	106.2457	112.9429	117.0429	121.8286
202007	104.87	103.63	112.4714	117.4429	122.9
202008	104.0317	102.7033	112.2333	117.1333	122.5167
202009	103.32	101.912	111.96	116.64	122.8
202010	101.98	100.3625	111.95	116.425	121.6

Note: This table reports the Hedonic Indexes after Mover-Average Smooth. Panel.A presents the house transactional price index, corresponding to Figure.1. Panel.B presents the unit transactional price index, corresponding to Figure.2. Panel.C presents the House Rental Price Index, corresponding to Figure.3. Panel.D presents the unit rental index, corresponding to Figure.4. The column (1) in each panel presents the Hedonic Indexes for the whole VIC. The column (2) in each panel presents the Hedonic Indexes for the Greater Melbourne. The column (3) in each panel presents the Hedonic Indexes for the Regional VIC. The column (4) presents the Hedonic Indexes for the Greater Geelong. The column (5) in each panel presents the Hedonic Indexes for the three focal suburbs.

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Appendix E

Participant Organisations: Local Expert Interviews and Focus Group

Northern Futures

Northern Futures (NF) is a not-for-profit organisation aiming to enhance economic participation and social inclusion for a sustainable community in Geelong's northern suburbs by providing tailored education and employment opportunities (Northern Futures Ltd 2021). In 2007, considerable job losses in the northern suburbs, caused by the closure of major manufacturers in the area, led to the establishment of NF as an initiative to address this serious issue. NF has bridged the gap between the strength of people in the community and the requirements of industry and therefore offered multi-faceted targeted and individualised support services to the unemployed of the 3214 area.

NF believes that while the overall structure of the original model underpinning NF works, the model also needs to be adapted to the ever-changing employment environment to provide new opportunities. NF supports those in the local community who have substantial barriers to employment. They might be people experiencing intergenerational unemployment, people who lack education, those who are not job-ready, refugees or economic migrants, or people who need other forms of help. Education and training, informed by the needs of local employers, is widely offered to develop meaningful job prospects. In partnership with the Gordon TAFE and Cloverdale Community Centre, some training courses such as business basics, civil construction, engineering and individual support are provided to build required skills. Prepared clients are next linked to the local workforce and employers resulting in an increase in the sense of fulfilment for these community members.

Department of Families, Fairness, and Housing

In February 2021, just prior to our interviews, the Department of Health and Human Services (DHHS) was officially divided into two new departments to increase focus on the health system and social recovery after the pandemic to create a healthier, fairer Victoria. The Department of Families, Fairness and Housing (DFFH) leads policies and services dedicated to community wellbeing, including equity/fairness and community engagement, child protection, prevention of family violence, housing and disability. Sandy Pitcher started her contribution to Family Safety, Homes and Respect Victoria as a secretary of the new department (Department of Families Fairness and Housing 2021).

DFFH is commonly seen as a landlord, with public housing tenants paying subsidised rent. In the Geelong region, the department is responsible for the management of 3800 properties from Colac to Portarlington to Lara. The 38 staff in DFFH process people on the Public Housing Register by triaging and prioritising them, with the main focus being on the top 20-30%. However, locally DFFH aims to be considered as more of a social landlord, with the model supporting different needs of the community. Tony Jenkins, one of the managers of DFFH, argues that in Corio, Norlane and Whittington, the number of 1–2-bedroom units is on the increase due to the existence of large blocks in these areas which allows infill development. However, this is not deemed a completely positive development as the latest thinking on social housing is that instead of maintaining the concentration it is better to scatter the stock. It is suggested that by making collaborations between DFFH and COGG, new jobs and living facilities might be provided in emerging suburbs, such as Armstrong Creek. This would encourage people to live in affordable houses in well located places.

Northern Bay College

Northern Bay P-12 College is a large multi-campus school in the northern suburbs of Geelong established in the late 1950s (Northern Bay College 2021). It is considered a well-resourced learning environment that draws upon the collaboration between community partners to offer individualised pathways for young people supporting their future career success. After the final configuration in 2011, Northern Bay is now one college delivering across five sites rather than 9 separate schools, adopting a coordinated and consistent approach to the education of children and young people. This approach allows students to move to a new house and across grades without a break in their education.

The school's key mission is to provide visible learning in the best possible, top-notch facilities and make students feel "safe and respected, believed in by staff and taught by knowledgeable, capable and enthusiastic teachers". Both program and staffing commitment are provided to ensure inclusion and equity for all A&TSI, CaLD and PSD students. The school thereby caters for different learning needs. The college also offers graduate and university pathways via interventions with families, and employment pathways via providing TAFE qualifications, including Cert 2 and 3 as part of their education.

Gforce Employment Services

GM Employment Services (Later Gforce) was established in 1983 as a community-based Group Training Organisation to provide apprenticeship and traineeship opportunities to the northern suburbs of Geelong (Gforce Employment Solutions 2021). Today, the organisation has significantly expanded its professional services, addressing a broad set of employment and recruitment needs, and employing approximately 600 people weekly. Gforce Employment Services manages four Federal employment programs across Barwon and Melbourne.

As for Corio-Norlane employment services, the goal is to help those who became unemployed by the closure of major manufacturers in the northern suburbs. In the past, this area was full of employment with lots of people working at Ford and a considerable number of public housing constructions. Yet now, the northern suburbs suffer from the lack of welfare, increasingly growing unemployment rate, and inter-generational poverty. These problems never really go away, despite the efforts of many governments. Gforce Employment Services gives a hands-on view of what is happening in these places and strives to tackle the long-term challenges.

Norlane Community Centre

Norlane Community Centre (NCC) is a not-for-profit incorporated association governed by a volunteer board of management (Norlane Community Centre 2021). NCC is mainly concerned with delivering training and enhancing the health and well-being of the community of Norlane. NCC offers group activities and classes for people in the community, including painting, crafting, cooking, gardening, etc. Further, there are 10 desktop computers and tablet devices in the computer lab, as well as a wide range of gardening tools with a low rental price to local community members. NCC also provides a drop-in service offering public Wi-Fi, and a food table providing a welcoming environment that is inclusive and accessible to people of all ages, cultures and abilities.

One of its well-known features is the community garden where people come to work, socialise and spend quality time with their friends, and get fresh healthy food. Moreover, some of the job service providers have an office in this centre. For instance, people get to access Northern Futures and Job

Ready providers (Gforce Employment Solutions) at the centre, and this increases the chance of personal growth and ultimately, changes lives.

Cloverdale Community Centre

Cloverdale Community Centre is a Neighbourhood House located in the northern Geelong suburb of Corio (Cloverdale Community Centre 2021). In 1994, Cloverdale was established as a not-for-profit incorporated association, governed by a voluntary committee of management made up of local residents and organisation representatives. This centre offers opportunities for social and cultural interaction, developing networks, and personal achievements for members. The association is funded by two government departments (Department of Health and Human Services and Department of Education) through the Neighbourhood House Coordination Program as well as a Neighbourhood House Grant.

Cloverdale provides a welcoming place for community development, affordable engagement activities, having coffee with individuals, and art and well-being programs. Adult Community Education is also supported by Cloverdale as a Learn Local organisation that collaborates with other education providers (such as the Gordon TAFE) to help adult learners deal with challenges to education and employment. Moreover, Cloverdale creates low or no-cost solutions to serve the disadvantaged individuals that has attracted a lot of people across the greater Geelong.

Whittington Primary School

Whittington Primary School (WPS) is a holistic school aiming to inspire, nurture and enable students to become creative thinkers in the ever-changing world (Whittington Primary School 2021). Teachers at WPS use world-best practice to create an engaging and inspiring atmosphere and deliver a balanced curriculum. They employ an inquiry-driven learning approach to promote student voices and increase their confidence. WPS believes student engagement plays a key role in learning and therefore staff focus on promoting student's level of self-esteem over the 12 years. WPS establishes relationships with Bellarine Living and Learning Centre, kinders, childcare centres and COGG to best meet its goals. Specific features of WPS that set it apart include a kitchen garden (the idea is part of The Stephanie Alexander Kitchen Garden Foundation), string program (teaching violin or cello), just Brass program, song room, camps, and language support program. Moreover, Linking Learning is one of the many programs that is held by WPS; e.g. Flamefest, where job service providers, training organisations and employers gather collectively to offer leadership and respect to the community.

GROW

G21 Region Opportunities for Work (GROW) is not a service delivery organisation, but an ambitious Collective Impact initiative, with business, government, community organisations and individuals working together to address entrenched place-based disadvantage (GROW 2021). The prime mission of GROW is job creation by asking organisations to choose to buy goods and services that contribute economically and socially to the local community (social procurement) and by injecting capital into businesses and not-for-profit enterprises in target communities (impact investment). Then these new jobs need to be matched with skilled people, including job seekers currently excluded from the workforce, living in the communities most affected by disadvantage in the G21 Region (particularly, Norlane-Corio, Whittington and Colac).

Some of the organisations in the G21 Region have made a compact with GROW with the aim of increasing their networks and brand awareness that eventually leads to new opportunities for local projects and partnerships. Those organisations then try to buy local to support local businesses, organisations and suppliers; and strengthen employment and training opportunities for targeted job seekers, to name just a few. This plan will grow a stronger G21 economy and offer opportunities to job seekers in places where there are high rates of joblessness.

Barwon Health North

The Victorian Government invested $33 million to design and construct a state-of-the-art health facility covering the demands of the northern suburbs of Geelong. Barwon Health North is a part of the integrated community health site along with Corio, opened in January 2020 (Barwon Health North 2021). It is co-located with the City of Greater Geelong's Waterworld facility and Centenary Hall. At stage one of the opening, a number of programs are operated including urgent care, child and family care, renal and primary care, and mental care. Barwon Health North supports dialysis services, audiology services, X-Ray and medical imaging (especially Headspace – the front end for mental health – imaging), and COVID testing.

Encompass

Encompass Community Services has supported disabled and/or low-income people in Geelong, particularly residents of Whittington, for nearly nine years (Encompass Community Services 2021). The organisation runs a wide range of programs and activities intending to generate income and provide training and employment opportunities for clients. Facilities and services include employment services for people with disabilities, independent living skills supports, in-home care and domestic supports, community events, business enterprise, a café attached to the community hub, the Paddock (a working seven-acre food farm), and RTO (training and education for people who want to work in the aged care, disability or community sectors, and supported independent living accommodations). Further, Encompass' HomeStay social enterprise helps low-income individuals furnish and set up their homes through the upcycling and recycling of quality donated household items.

Encompass has strong neighbourhood ties and works with a network of local volunteers. Over 40% of Encompass staff have a disability, demonstrating its commitment to providing equal opportunities to the community and promoting the value of engaging people with disabilities in all forms of employment. Furthermore, Encompass strives to improve government policies to make services for people with disabilities more person-centred and accessible.

Norlane Community Initiatives

Norlane Community Initiatives (NCI) is a community-led organisation focused on addressing specific community needs around social isolation, supporting families, food security, activating local leadership, health, well-being, and placemaking (Norlane Community Initiatives 2021). The prime goal is to make Norlane a beautiful, healthy, welcoming, and sustainable place to live. To meet neighbourhood needs and increase the sense of belonging, NCI adopts a holistic, whole-of-person and whole-of-neighbourhood approach that takes into account both the physical and psychological health of residents. Most staff live in Norlane, which helps residents make a meaningful contribution to regenerating community and place in the neighbourhood.

NCI has three main sites, including Neighbourhood Hub (with a makers' space, a meditation room, a co-working office space, a food area, an on-site urban farm and a five-bedroom residence), Farm Next Door (a stand-alone initiative to grow fresh food and develop connections with nature), and The Aviary (a social enterprise café). The organisation runs a wide range of programs and activities for Norlane residents of all ages, such as health programs, leadership training, community meals, as well as coordinating a network of urban farmers, maintaining about seven productive gardens, operating a cooperative foodbank and wholefoods, and undertaking food education.

Diversitat

Diversitat was established in 1976 as a migrant resource centre. From then it has expanded its range of services and programs throughout the region and beyond. In 2021 it operates across 10 sites delivering a range of services including Settlement, Training and Education, Youth Programs, Community Services including Financial counselling, Disability, Aged Support, 94.7 Pulse Radio, My Maintenance Crew. Diversitat also manages the famous annual cultural street event - Pako Festa. Diversitat aims "to empower individuals and communities to reach their full potential" and act on a daily basis according to the values of "Dignity, Respect and Acceptance", with our clients and amongst each other (Diversitat 2021). The participant in the interviews and focus group from Diversitat was involved with the Reconnect program, engaging those without employment into appropriate services and training to become job ready.

Sources:

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Visit: [Deakin HOME Research Hub >]

5. ADOPTION OF THE SALEYARDS PRECINCT PLAN

Source: **City Planning and Economy**
Director: **Gareth Smith**

Purpose

1. To seek adoption of the Saleyards Precinct Plan and to implement the relevant parts of the plan into the Greater Geelong Planning Scheme.

Background

2. The Saleyards Precinct Plan provides direction on the land use and design of development on the former Geelong Saleyards and adjoining land in North Geelong.

3. In May 2020 Council supported the release of the draft Saleyards Precinct Plan for public consultation.

4. Due to Covid-19 the consultation was carried out online or via phone in July and August 2020. There were 39 responses to the engagement which included written submissions, online contributions and interviews.

5. In response to the feedback, changes were made to the draft plan. The key issues and officer response are found in the 'community consultation' section of the Saleyards Precinct Plan (Appendix 2).

Key Matters

6. The consultation showed there was general support for the design principles including the mix of housing types, some provision of affordable/social housing, sustainability, incorporating heritage elements and celebrating the history of the site and the provision of high-quality green spaces.

7. The key issues identified through the consultation process included the need to provide flexibility, concern over the intensity of the development and impacts on the surrounding neighbourhood, concerns around social housing, traffic, preserving heritage and questions over how the plan will be funded and realised.

Cr Murrihy moved, Cr Kontelj seconded -

8. That Council:

8.1 adopt the Saleyards Precinct Plan; and

8.2 request the Minister for Planning authorise the preparation of a planning scheme amendment to introduce policy and development controls into the Greater Geelong Planning Scheme consistent with the principles of the Saleyards Precinct Plan and draft local policy (Appendix 2 and 3).

Carried.

Attachment 1

Financial Implications

1. The planning scheme amendment is supported by the operational budget of the Strategic Implementation unit.

2. As part of the amendment, an infrastructure delivery plan will be prepared to deliver the key infrastructure required to support the precinct.

3. Council will consider a report later this year on the various options available to the Council as a landholder invested in delivering the vision for the site while meeting its obligations under the Local Government Act.

Community Engagement

4. Officers engaged specialist consultants to assist with the community engagement.

5. There have been two phases of community engagement. Phase one included a design workshop in September 2019 to develop the vision and design principles for the site.

6. Phase 2 included consultation on the draft Precinct Plan and occurred in July- August 2020 and included online forums, written submissions, online feedback and individual interviews. The consultation program was extended and moved online due to Covid-19 restrictions.

7. An engagement summary report was prepared by the engagement consultant team and this report is available on the project webpage.

8. A ‘community engagement’ section is found in the Precinct Plan (Appendix 2) which summarises the key issues and changes made to the draft in response.

9. Officers have engaged separately with the other major landholders within the precinct (Leaf Corp) to consider and incorporate their aspirations for the site. There is general support for a mixed-use and residential precinct. There will be further discussions with Leaf Corp as we move to the amendment phase of the project.

Social Equity Considerations

10. The identification of key infrastructure items for implementation into S173 Agreements prepared at the amendment/development phase will help deliver key infrastructure to support the precinct.

11. A percentage of the total housing delivered across the precinct will be set aside for social housing or a cash in lieu contribution. This is consistent with the City’s Social Housing Plan 2020-2041.

Policy/Legal/Statutory Implications

12. The Plan is consistent with state and local planning policies relating to the delivery of urban consolidation, a range of housing types in well serviced locations, environmentally sustainable design, the preservation of heritage and neighbourhood character and design.

13. If Council ultimately resolves to sell the Saleyards site, then it could do so at any time pursuant to the requirements of the Local Government Act.

14. The Plan is consistent with the Social Housing Plan 2020-2041, Housing Diversity Strategy, Settlement Strategy and the Clever and Creative vision.

15. The outcomes of the Rippleside Catchment Drainage and Flood Study will inform the planning scheme amendment and final design and development of the site.

16. The site at 2-6 Thompson Road (The Sphinx Hotel) is currently zoned Industrial 1 Zone. As part of the planning scheme amendment process this site should be investigated with consideration given to the most appropriate zone to support the entertainment/tourism use of the site.

Alignment to Council Plan

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

Conflict of Interest

18. No City officer involved in the preparation of this report has declared a general or material interest in this matter.

Risk Assessment

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

20. A further site assessment will be completed to provide options for dealing with the environmental issues. The results will be included as part of a future report to Council on delivery of the vision.

Environmental Implications

21. The Plan has a design principle to ‘Create a framework that supports best practice environmental sustainable design’. It considers waste management, water sensitive urban design, building design, storm water management, ESD requirements and future opportunities such as car sharing, minimum energy efficiency ratings for buildings and food waste composting.

Attachment 2

THE CITY OF
GREATER GEELONG

SALEYARDS
PRECINCT PLAN

JUNE 2021



CITY OF 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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BACKGROUND AND PURPOSE

01

BACKGROUND

The study area consists of the Geelong Saleyards, Gateways Support Services, Sphinx Hotel and associated landholdings and the industrial zoned land abutting these sites to the north between Victoria Street, Weddell and Thompson Roads.

The precinct plan relates to the future use and development of the Geelong Saleyards (125 &135 Weddell Road) and Gateways Support Services site (8-14 & 6A Thompson Road). Consideration has been given to the adjoining uses in the development of the plan.

The precinct is well located in relation to the Pakington Street activity centre, central Geelong and the North Geelong Railway Station.

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

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

- engage with the community to develop a strategy to recognise the history of the Geelong Saleyards;
- indentify Heritage elements to be retained at the Geelong Saleyards, and to make safe the site by demolishing unsafe infrastructure; (partial demolition of yards approved under planning permitPP 742-2018)
- develop a Precinct Plan incorporating the provision of public open space.

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

At this meeting Council supported:

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

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

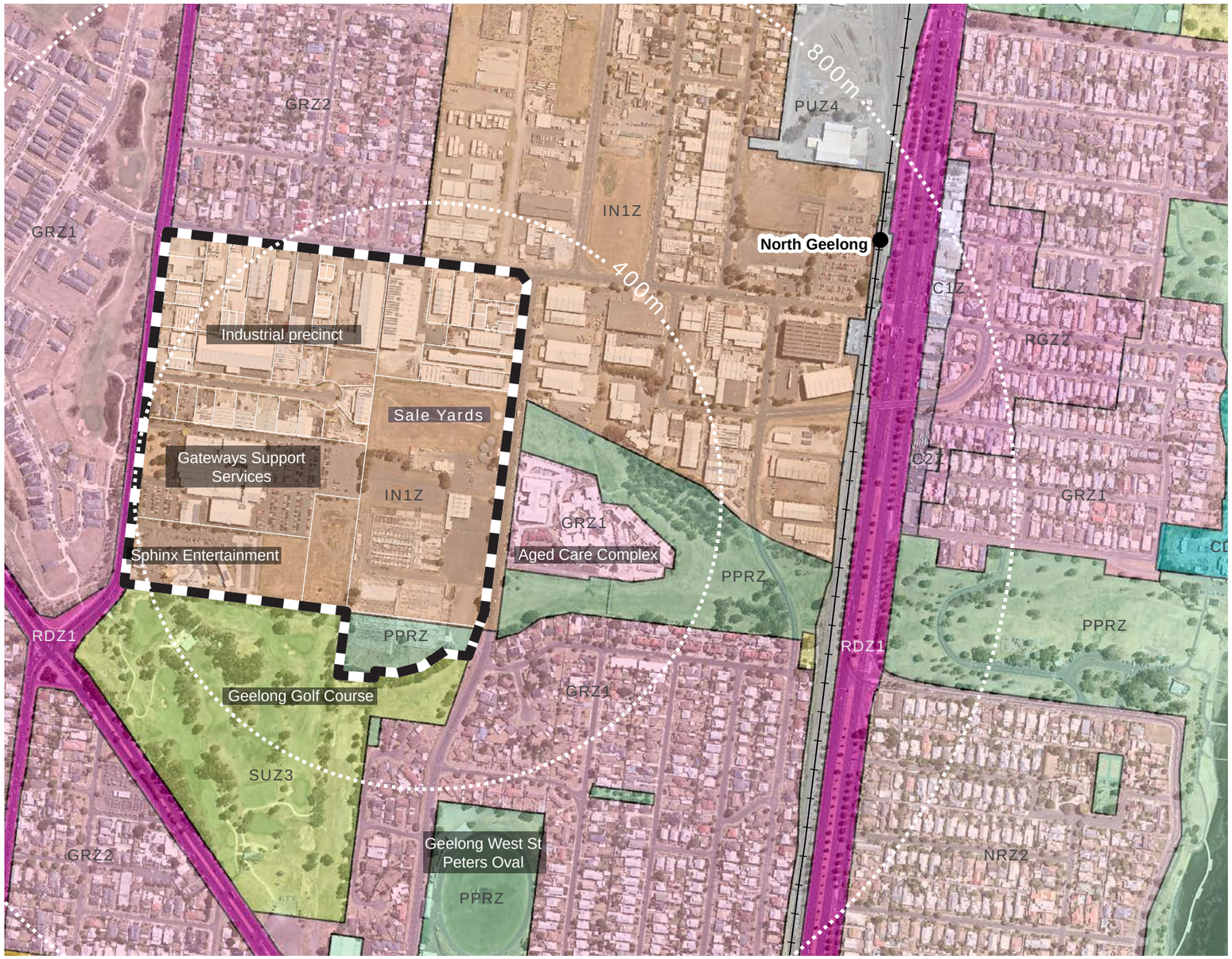
Therefore, a mixed development with a focus on housing is the preferred land use. This is consistent with the City's housing policies that seek to support more infill housing development in established urban areas, particularly near train stations.

PURPOSE

The purpose of the Precinct Plan is:

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

BACKGROUND AND PURPOSE



PRECINCT LAND USE CONTEXT PLAN

KEY

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

0 125 250 500

N

BACKGROUND AND PURPOSE







PRECINCT CONTEXT PLAN

KEY

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

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

SETTLEMENT AND HOUSING

11.01-1S SETTLEMENT

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

16.01-3S HOUSING DIVERSITY

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

21.06-3 URBAN CONSOLIDATION

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

NEIGHBOURHOOD CHARACTER

15.01-5S NEIGHBOURHOOD CHARACTER

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

21.06-4 NEIGHBOURHOOD CHARACTER

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

HERITAGE

15.03-1S HERITAGE CONSERVATION

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

22.09 CULTURAL HERITAGE

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

INDUSTRY

17.03-1S INDUSTRIAL LAND SUPPLY

- To ensure availability of land for industry.

13.04-1 CONTAMINATED AND POTENTIALLY CONTAMINATED LAND

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

13.07-1S LAND USE COMPATIBILITY

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

STRATEGIES

PLAN MELBOURNE 2017–2050

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

G21 REGIONAL GROWTH PLAN

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

GREATER GEELONG: CLEVER AND CREATIVE FUTURE

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

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

HOUSING DIVERSITY STRATEGY

This strategy seeks to:

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

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

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

The housing categories are described as:

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

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

SOCIAL HOUSING PLAN 2018 – 2041

This strategy seeks to:

- Increase the supply of social housing across the City area to 13,500 by 2041.
- Advocate for increased state and federal investment in new social housing.
- Increase supply of social housing by contributing City-owned land to new developments.
- Amend the City's Planning Scheme to require the inclusion of social and affordable housing in new developments, based on need.
- Continue to revitalise our neighbourhoods of high social housing to increase liveability and wellbeing.

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

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

SETTLEMENT STRATEGY

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

Relevant strategies include:

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

PLANNING POLICY CONTEXT

02

URBAN FOREST STRATEGY

The strategy sets out the vision that Geelong will be a cool green city for the future through the following steps:

- Increase tree planting and associated vegetation in appropriate and prioritized locations.
- Increase canopy cover, increase use of smart water sensitive urban design and an increase in landscape permeability.
- More community activities such as tree planting, arts and culture activities, use of social media, working with partners to improve and enhance tree planting projects.
- Demonstrate best practice urban tree management.

SOCIAL INFRASTRUCTURE PLAN 2020-2023

The Social Infrastructure Plan outlines the needs of the community, investment priorities relating to social infrastructure, and the way forward to ensure that people know what is planned in the place that they live. Relevant considerations for this project include the guidelines on:

- Arts and Culture
- Open Space
- Play Spaces
- Cycling and Trails
- Public Toilets

ENVIRONMENT STRATEGY 2020-2030

This strategy sets out how the City of Greater Geelong will protect and improve our region's environment and reduce our environmental footprint. Relevant strategies include:

- Prioritise the development of sustainable transport infrastructure and services.
- Build climate resilient community infrastructure and services.
- Support measures to mitigate urban heat in new developments and retrofit existing streetscapes.
- Encourage passive irrigation techniques for urban landscapes.
- Integrate green-blue infrastructure into active travel links to provide shaded and biodiverse transport connections.
- Adopt Water Sensitive Cities practices to increase stormwater infiltration, promote evapotranspiration, mitigate flooding and remove pollutants from stormwater runoff.
- Increase the biodiversity levels and ecological health of our urban public spaces.
- Partner with Wadawurrung Traditional Owners to incorporate cultural heritage elements into community spaces.
- Utilise climate resilient flora species that support biodiversity outcomes in community spaces.
- Integrate requirements for greening of community spaces into infrastructure development projects.
- Promote increased use of recycled materials in road, building and other infrastructure constructions, including environmental applications.
- Support urban greening by applying integrated water management practices.
- Integrate stormwater reuse into natural and built environments to create multifunctional community spaces.

SITE ANALYSIS

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

- Drainage (draft Rippleside Catchment Drainage and Flood Study and Saleyards Storm Water Strategy)
- Environmental Site Assessment and Buffer Study
- Movement and Access
- Heritage
- Vegetation (including trees)
- Acoustics

The site analysis is summarised on the following pages.

NEIGHBOURHOOD CONTEXT

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

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

The surrounding public open space is largely undeveloped and based around the drainage network.

DRAINAGE

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

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

The City commissioned the Saleyards Storm Water Management Plan to understand the impacts of mixed use and residential development identified in the concept plan (see appendix) on the site as it relates to the findings in the draft Rippleside Catchment Drainage and Flood Study.

These findings are based on the concept plan that formed part of the phase 2 consultation (see appendix) however the high-level principles and considerations should inform any alternate design solutions or development concepts.

The Management Strategy includes hydrologic and hydraulic modelling of site stormwater runoff for the purposes of developing and assessing drainage to manage minor to major flows. It recommends at source (such as bioretention) and end of pipe treatments (such as gross pollutant traps and constructed wetlands) to meet water quality objectives. A northern and southern constructed wetland will be required to respond to the existing flow paths and drainage channels.

The bioretention systems and wetlands should be constructed and established in accordance with:

- Biofiltration systems in Development Services Schemes Guideline' (Melbourne Water, September 2020)
- Wetland design manual (Melbourne Water 2017)
- Construction and establishment guidelines: swales, bioretention systems and wetlands guideline (Water by Design 2010b).

The wetlands should be maximised to protect waterway health with minimal operational difficulties and maintenance requirements such as requiring traffic control. Opportunities for connectivity include integrated pathways/boardwalks that could create passive recreation opportunities within the wetland reserves.

Modelling shows the combination of at source and end of pipe treatments can achieve the operational phase pollutant load removal targets for total suspended solids (TSS), total phosphorus (TP), total nitrogen (TN) and gross pollutants.

Future storm water management should consider the following:

- A detailed Erosion and Sediment Control Plan to manage impacts during the construction phase.
- Surface collection inlets, to be designed and located along major roadways to collect stormwater during rainfall events that exceed the capacity of streetscape bioretention swales.
- Sub-surface piped drainage that aligns with the precinct concept layout, is sympathetic to the natural/existing site elevations, caters for the minor storm event (20% to 10% AEP) and minimises surface inundation.

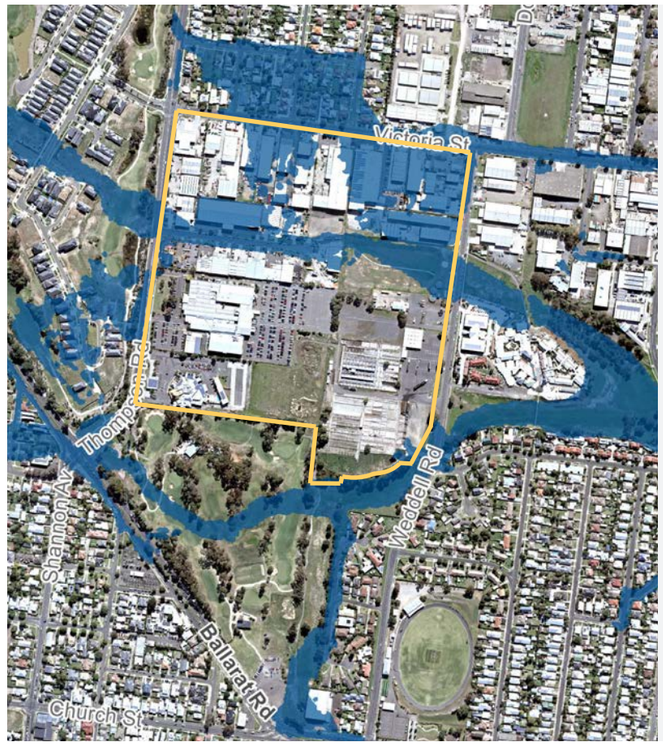
- Provision for the conveyance of major flows via roadways and easements, in alignment with the precinct concept layout, that meet floodway safety criteria.
- Site filling that sees ground levels above the 1% AEP flood level plus 300 millimetres freeboard for minimum development levels in accordance with drainage planning guidelines (Melbourne Water, 2017)

The plan notes the width of the streetscape bioretention swales could potentially be further reduced while still achieving storm water management and tree planting objectives. Swales are not the only design solution available. Other treatment systems such as raingardens may also be able to meet the stormwater treatment, maintenance and landscape objectives. Solutions can be further explored at the development approvals phase.

ENVIRONMENTAL SITE ASSESSMENT

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

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

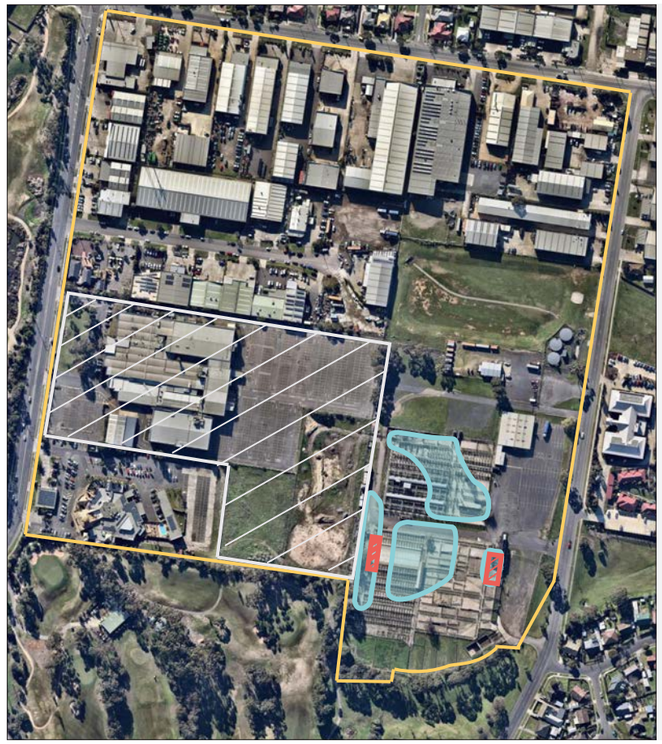


KEY

Current 1% AEP Flood Extent

N

0 125 250 500



KEY

Approximate area requiring remediation and or risk management

Suspected historical sheep dip areas

Area requiring further environmental assessment

N

0 50 100 200

LAND USE BUFFER STUDY

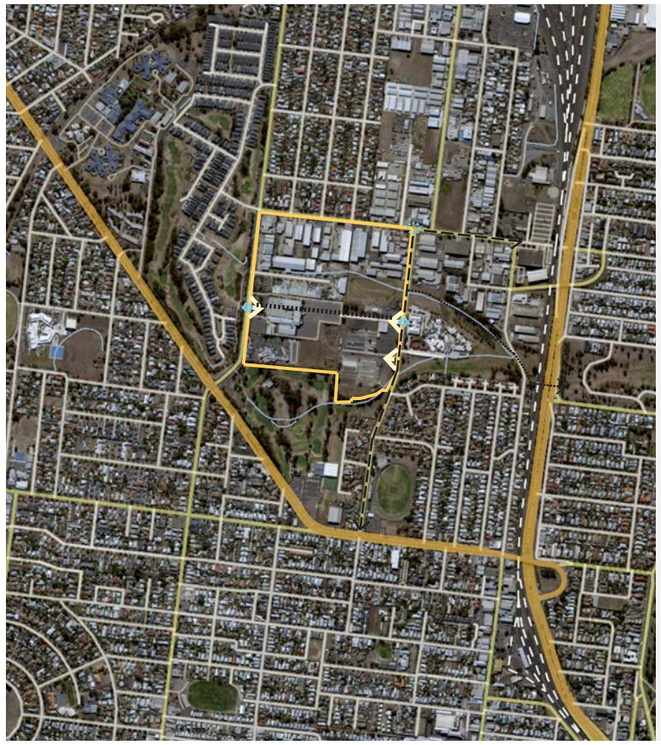
A buffer study was commissioned to investigate whether the existing surrounding industrial uses would have an impact or would be impacted by the development of a mixed-use residential precinct on the Saleyards site. A land use audit and assessment revealed the type and scale of industrial uses found in the area did not pose an unacceptable risk. It also noted the proximity of existing sensitive land uses (residential and open space) meant industrial uses that require buffers are already restricted in this area. The report concluded subject to design treatments such as acoustic considerations any potential impacts could be managed via the normal regulation and enforcement processes.

MOVEMENT AND ACCESS

A movement and access study was commissioned which recommended that vehicle access to the study area be provided from both Thompson Road and Weddell Road. Thompson Road is a Regional Roads Victoria arterial and any changes to this road will require Regional Roads Victoria approval. The Thompson Road intersection will require upgrading to enhance movement and safety for pedestrians, cyclists and motorists.

The existing road network around the site can accommodate the traffic generated from development in the precinct plan area. An east west connection through the area from Weddell Road to Thompson Road is required. It is recommended that the alignment be staggered to avoid it being used as though road.

The need for better pedestrian connections from the precinct to the broader transport network is also identified, including a pedestrian refuge on Thompson Road (or signals if Regional Roads Victoria requires) and the potential need to consider the intersections of Victoria Street and Weddell Road as traffic volumes increase and pedestrians seek to access the train station from within the precinct. Making connections from the precinct to the train station safe, convenient and attractive is a high priority and should be delivered alongside the residential and mixed-use development of the site via a Section 173 agreement. Key infrastructure to be delivered/upgraded to deliver the precinct will be required at the Planning Scheme Amendment stage.



HERITAGE

To demonstrate the historical use and assist in interpreting the history of the site the following structures will be retained in accordance with the Conservation Management Plan prepared for the site:

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



Heritage items to be retained as per planning permit

N

0 50 100 200

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

The City commissioned heritage interpretation advice to develop ideas and concepts for interpretation of the site including urban design requirements and opportunities for retaining, salvaging and interpreting significant heritage fabric. The resulting report identified the following principles for interpretation:

- Sustainable development is at the core of all interpretation.
- Interpretation for the site is structured to create a conversation about its rehabilitation by linking the history of the Geelong Saleyards to contemporary environmental issues.
- Historical material will be retained wherever possible and adaptively reused or interpreted.


Cattle yards


Cattle yards


Cattle ramps


Latrines Shed


Bluestone drain

EXISTING TREES

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

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

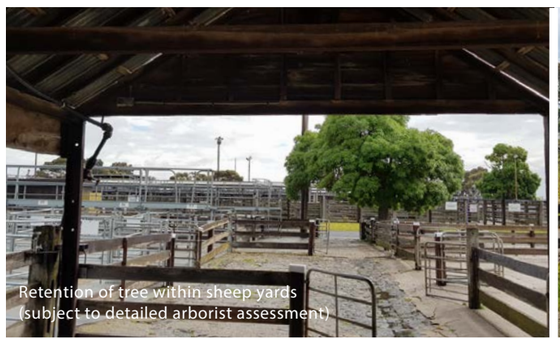
Saleyards site: The single planted specimen trees on the site were planted many years ago and have been managed for the purpose of giving shade to stock housed in pens. These trees have developed poor structures and offer limited use moving forward. Other trees have been planted as boundary plantations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

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

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

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




Retention of tree within sheep yards
(subject to detailed arborist assessment)


Trees within neighbouring allotments to be protected
(subject to detailed arborist assessment)


Retention of select healthy trees within public open space or road reserves where possible
(subject to detailed arborist assessment)

ACOUSTICS

An acoustic report was prepared to identify existing noise sources in the area and to identify how development should be designed to avoid noise impacts for future residents. Noise loggers were placed throughout the precinct at 1.5m and 4.5m above the ground and reported that the greatest noise sources were the industrial uses in the north, traffic noises from Thompson Road and music and car parking noise from the Sphinx entertainment complex. 'Category A' noise was only detected at 4.5m height testing (figure 2). The report recommends acoustic fencing be included on site boundaries (figures 1 & 2 below). It also recommends that new buildings located in some sections of study area be designed to reduce noise by using double glazing, minor upgrades at higher stories and 2m high attenuation barriers in identified locations.

The land use audit and buffer study concurred with these recommendations.



1. ACOUSTIC TREATMENT CATEGORIES 1.5M HEIGHT

KEY

- CATEGORY A ≥ 29dB(A) overall noise reduction to dwelling interior required
- CATEGORY B Approximately 25dB(A) overall noise reduction to dwelling interior required
- Noise Barrier. Minimum height 2m

N



2.0 ACOUSTIC TREATMENT CATEGORIES 4.5M HEIGHT

KEY

- CATEGORY A ≥ 29dB(A) overall noise reduction to dwelling interior required
- CATEGORY B Approximately 25dB(A) overall noise reduction to dwelling interior required
- Noise Barrier. Minimum height 2m

N

STAGE 1 CONSULTATION – WORKSHOP

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

The topics of the consultation were;

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

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

PREFERRED OUTCOMES FOR THE FUTURE SITE

'Flagship' community of North Geelong

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

Where heritage and environment inspire

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

A welcoming, progressive, attractive place

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

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

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

THE FUTURE OPPORTUNITIES AND CHALLENGES

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

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

THOUGHTS AND IDEAS AROUND THE THREE THEMES

MOVEMENT, ACCESS AND CONNECTION

Shared pathways

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

Safety

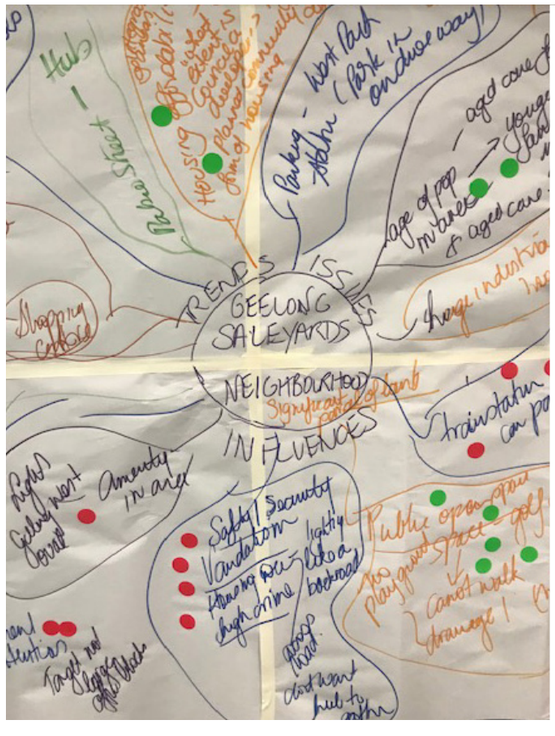
- Safe to move around with priority given to pedestrians not vehicles
- Upgraded Victoria and Weddell Road intersections
- Improved lighting on Weddell Road
- Improved traffic light sequencing, Church Street and Weddell Road.
- Close to Shannon Avenue which has a record of car accidents
- Safety and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

Public Transport

- Improved bus routes and stops
- Public transport utilises technology
- Maybe not through the site core
- Pathways connect to the railway station
- Bus routes connect to railway station

Transport facilities

- Electric vehicle charge points
- Car sharing




Precinct planning workshop

LOOK AND FEEL

Green, natural and environmentally friendly

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

Creative design

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

Full of life

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

WHAT PEOPLE ARE DOING

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

STAGE 2 CONSULTATION – FEEDBACK ON DRAFT PRECINCT PLAN

Stage 2 consultation was held throughout June and July of 2020.

During this stage, feedback was sought from stakeholders and community members on the draft precinct plan which included concept plans (see appendix) which were prepared following the stage 1 consultation.

The concept plans show how the design principles can be applied to deliver the use and built form objectives identified for the precinct. These are not the only design solutions that could achieve the preferred outcomes but they offer an illustration of how development could occur on the site based on the framework plan.

Due to COVID-19 restrictions all consultation was done online or via phone. Overall 39 individuals and groups participated and contributed their thoughts and ideas on the draft Precinct Plan.

The City engaged expert facilitators to assist with the consultation which included group and individual interviews, online contributions and written submissions. A report 'Geelong Saleyards Draft Precinct Plan Engagement Report, October 2020' was prepared which provides a summary and analysis of the feedback received. The key findings were:

General

- General overall support for the overall concept and layout but concerns with some of the details.
- Concern the plan is too detailed for this stage of the project.
- Doesn't 'look like Geelong' does not contribute to our identity, apartment living 'plonked' into single storey area.
- Concerns an additional 1300 people in the area will have a negative impact on traffic, parking, facilities and services.
- Have not addressed the impact on surrounding residential areas that are predominately single, detached housing.
- Environmental concerns on the contamination in the area from arsenic, chemicals and trucks being washed out each day.
- How the mix of industrial and residential zones sitting side by side would be managed.
- The need to use a building a community approach not just a residential development approach.
- How the site will develop – will council sell a single site, break it up into multiple sites?
- Need to ensure development invests in accessibility and facilities, services and community amenities to provide an inclusive space for all and respects the lower socio-economic groups in the northern suburbs;
- Builds on linkages to existing aged care services, rural and Aboriginal connections to the site;

Housing Density and Height

- 6 storeys seen as being too high and 'packed into a small space'.
- There are no housing lots, just 2/3 and 6 storey buildings which is inconsistent with the surrounding area.
- Preferred taller buildings located towards the centre of the development and stepping in from the edges to better integrate with surrounds.
- Concerns over whether this is realistic in Geelong market. Who will this development attract, will it provide for a mix of people including families?
- The need to manage over-shadowing, creating wind tunnels, acoustic impacts and privacy impacts.
- Southern boundary opportunity for taller housing as there would be 'no overshadowing of other dwellings.'

Access and Parking

- Existing network can not to current demand.
- Weddell and Thompson Roads are perceived as busy and dangerous.
- Coxon Parade is seen as a speedy thoroughfare to Melbourne Road.
- Weddell Road /Church Street highlighted as a bottleneck intersection.
- Issues of traffic and parking near the sports ground which is already an issue on game days.
- Support for rear-loaded laneways to achieve the desirable outcome of both cars and garbage bins being out of sight.
- Current concept is 'road heavy' resulting in poor urban design outcomes.
- General support for measures designed to calm traffic both internally and externally to the development: crossings, lights, roundabouts, intersection treatments and the signalisation of Thompsons Road intersection.
- One submitter favoured a give-way priority T-intersection at Thompsons Road.
- Encouraging pedestrian activity and safety for open space links, the station, aged care and the waterfront key.
- Public transport services are too infrequent and take too long, bus services are not an attractive alternative to car travel.

Social Housing

- Concerns over level and dispersion of social housing across the site and questions over how it will be successfully delivered.

Open Space

- Support for high quality green spaces and communal facilities like community gardens, orchards and food growing generally, support for roof top greening and gardens.
- Important to connect to surrounding areas including aged care.
- Main park should be more centrally located within the precinct.
- Consider extent of green spaces so as not to impact dwelling yield.
- Concerns over who would pay for and maintain the open spaces and green areas, how will they be secured if left to developers? Queries over what is proposed for the Crown Land reserve to the south.
- Potential to recreate a natural creek that can also deal with flooding.
- Potential for an off-leash dog (potentially enclosed) area.
- Need to provide improved pedestrian links along the reserve to the east as part of the development.

Heritage

- Support for retention of the heritage details and connection to the past saleyards.
- There is a need to conserve the essential elements of the Saleyards and give greater context to the heritage areas to be retained.
- Greater details required on site interpretation including all aspects of the use and remaining fabric.

Storm water and flooding

- Support for water sensitive urban design and incorporating more natural systems to manage water.
- Drainage basins take up a lot of space that could be better utilized for development.
- Flooding in the area is a huge issue and needs consideration including who this development will impact infrastructure.
- General support for greater use of on-site stormwater capture.

Sustainability

- Concerns the plan requires ESD features beyond what is set out in policy.
- Questions over whether the tree canopy targets and zero emmisions are realistic.
- Support for alternative energy sources.
- Questions over how sustainability features might be delivered and maintained.

RESPONSE TO FEEDBACK

The phase 2 consultation indicated there was still general support for the overarching vision and principles for the site. A number of the issues raised in the phase 2 consultation will be considered as the project moves into the rezoning and development approvals phases where more detailed designs will be considered. At this time the proposed intensity and height of development will need to be considered in relation to traffic and parking, social housing provision, open space, drainage solutions, heritage interpretation etc.

As a result of submissions, a number have changes were made, some of the key changes included:

- Removing some of the detailed design elements or nominating them as potential options.
- Providing more detail on the implementation process.
- Providing additional clarity on some of the design principles.
- Acknowledging there will be multiple design solutions that can meet the design principles.
- Including the concept plan as an appendix that informed the precinct plan as part of the phase 2 consultation rather than the concept being considered the ‘final design’ for the precinct.

The design principles for the precinct were developed from the site analysis and community and stakeholder consultation.

The principles will be used to guide the planning, design and assessment of future rezoning and development proposals. It also supports the case for public infrastructure investment and upgrades.

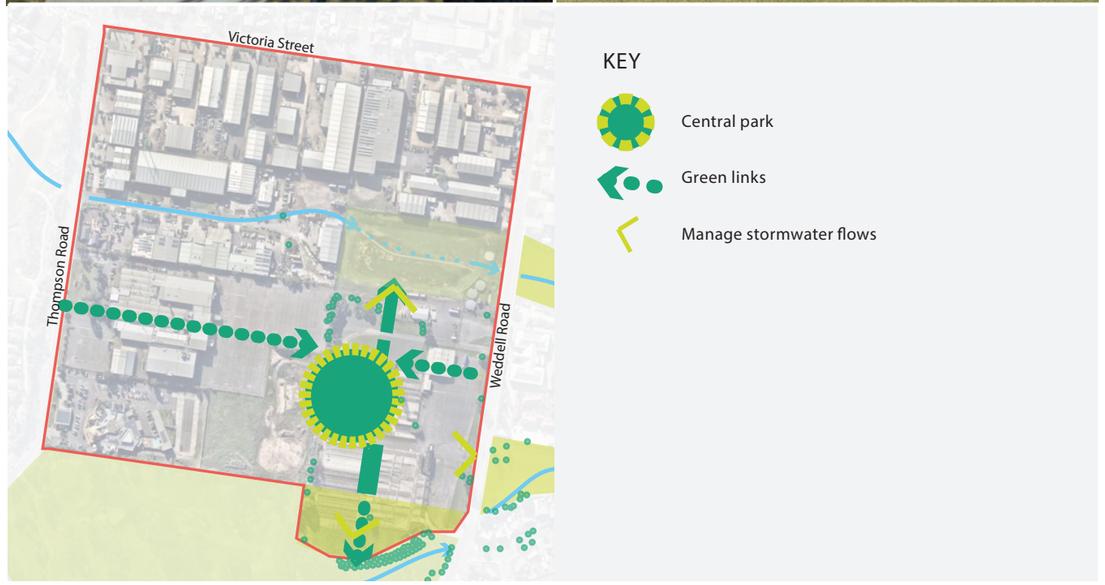
1. PROVIDE SPACIOUS PUBLIC OPEN SPACE AND IMPROVED HABITAT

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

- Create a new central park which provides opportunities for cultural interpretation, play and recreation.
- Manage stormwater overland flows.
- Create green links that provide habitat for local species.
- Ensure safe and convenient connections to the surrounding network.







2. RESPECT THE HERITAGE OF THE SITE

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

- Interpret the elements of significance, the cattle and sheep pens, ramp, bluestone drain and central thoroughfare in a central public open space.
- Interpret the historical function of the site as a livestock saleyard.
- Retain historical material wherever possible and adaptively reuse or interpret.







KEY

Heritage items to be retained

Central cultural park interpretation zone

N

3. CONNECT TO SURROUNDING STREETS

Maximise site permeability and vehicular connections to the site

- Prioritise vehicular access from Weddell and Thompson Street as the main entry points to the site.
- Provide a secondary entry point to the site on Weddell Street which aligns with the historic thoroughfare.
- Provide an intersection treatment at Thompson Road to safely manage anticipated vehicular traffic and improve pedestrian and cyclist safety and amenity.
- Provide a safe pedestrian crossing point at the Weddell Road entry and Victoria Street to allow safe access to the train station.



KEY

Main entry points from Weddell Road and Thompson Road

Secondary entry point which aligns with historic thoroughfare

N

4. ENHANCE PEDESTRIAN AND BICYCLE NETWORKS THROUGH THE PRECINCT

Enhance pedestrian and bicycle networks through the precinct by:

- Prioritise a direct east west connection through the development.
- Enhance pedestrian and cycle connections to the train station.
- Create a north/ south connection to connect to the reserves to north and south.
- Provide connections to and improve the amenity of existing networks waterfront.





KEY

Pedestrian and cycle connections through the precinct and into surrounding open space network

Enhance pedestrian and cycle connections to the train station

5. PROVIDE A COMMUNITY NODE

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

- Focus mixed-use development as part of the community node adjacent to the plaza along the east west parking street.
- Create an attractive plaza space with shade, weather protection, seating, bicycle parking and landscaping.
- Provide for active uses at ground floor level including space for alfresco dining.
- Ensure universally accessible design in public spaces.
- Utilise design and materials that reflect/interpret the historic use of the Saleyards.





KEY

Community node

6. PROVIDE A CRITICAL MASS FOR HOUSING

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

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



7. ENCOURAGE BEST PRACTICE ENVIRONMENTALLY SENSITIVE DESIGN

Ensure that the future urban design framework supports:

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







DESIGN PRINCIPLES

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

The principles directly respond to community/stakeholder aspirations.

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

FRAMEWORK PLAN

The framework plan spatially represents the design principles. There may be a number of design solutions that can deliver the design principles. Future proposals will be subject to approval by the responsible authority and must demonstrate that the design principles have been achieved.

The Precinct will be a high quality and sustainable addition to the local urban fabric. When the precinct is fully complete it will provide more that 4ha hectares of publicly accessible open space and will accommodate approximately 1000 - 1300 residents.

The high density residential precinct will provide diverse housing that will help meet existing and future local housing demand. It will include a component of social and affordable housing.

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

The movement network and building design will prioritise the pedestrian and cycling experience.

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

The community node mixed-use area will provide approximately 1800sqm of retail on the ground floor and be adjacent to the public plaza space.

The plaza is located on the southern side of the street to utilise the northerly aspect for alfresco dining.

A smaller plaza space is located near the Thompson Rd entrance and some mixed use developed is also supported here.

Street trees and landscaping in public spaces will contribute to the leafy green feel of the precinct.

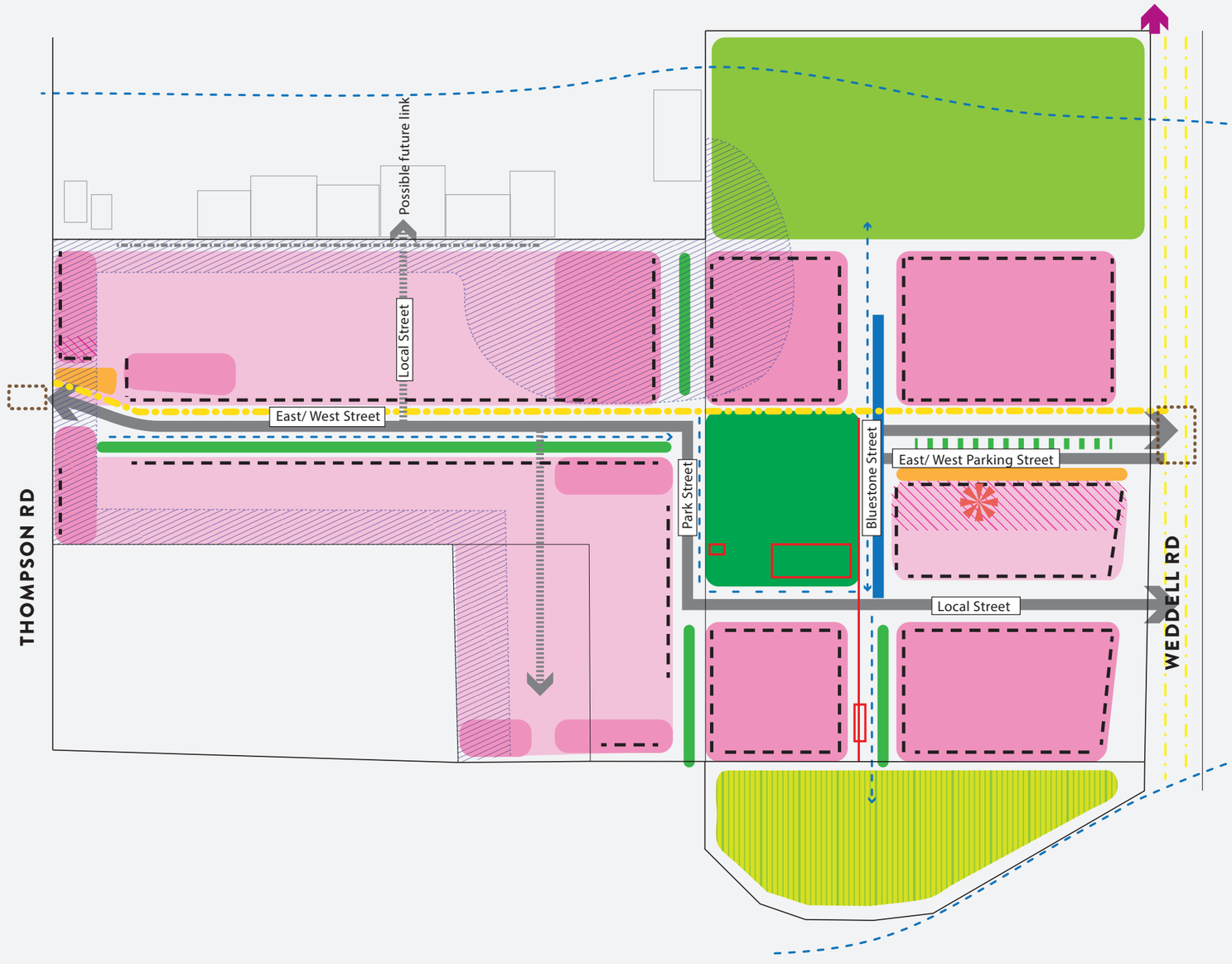
The precinct will showcase environmentally sustainable design features.

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

FRAMEWORK PLAN

KEY

- Mixed use
- High density residential development
- Community node
- Noise attenuation area
- Public roads
- Public roads (location flexible)
- Laneway (future road, pending development of industrial sites)
- Intersection upgrade - primary access from Thompson St and Weddell Rd
- Public roads - blue stone treatment
- Green links - street landscaping
- Water sensitive urban design
- Open space - central park
- Plaza
- Frontage to address public realm
- Southern open space (drainage basin, wetlands, potential open spcae)
- Northern open space (drainage basin, wetlands, potential open space)
- Key pedestrian/ cycle link
- Heritage fabric to be retained
- Upgrade access to train station



PUBLIC DOMAIN - OPEN SPACE

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

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

Not all of these spaces will be credited as contributing to the required 10 percent unencumbered open space contribution within the planning scheme. If the 10 percent requirement is not fully delivered 'on the ground' a cash in lieu contribution will be required.

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

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

The plaza space adjacent to the mixed use community node will function as a meeting place, with mixed use development, hospitality based retail addressing the public domain. Elements for successful plaza design such as shade, shelter and greenery will be incorporated into its detailed design.

A smaller plaza space is identified at the Thompson Road entry to provide an attractive landscaped meeting space and design feature.

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

The northern drainage basin will be reshaped with landscape enhancements to improve its appearance and water treatment outcomes. Possible wetland development with native planting and establishment of walking loops. A proposed southern drainage basin on crown land should also incorporate these elements.

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

BLOCK AND DEVELOPMENT PARCEL PLAN

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

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

Opportunities for various building typologies include:

- A proportion of dwellings as 2 and 3 storey row housing and maisonettes.
- Apartments, 4-6 stories, with basement or semi-basement carparking.
- Mixed use buildings with active frontages.

In general

- Dwellings adjacent to public open space should have an 'address' to the parkland.
- Dwellings adjacent to the primary East West Street must address the street.
- The use of private vehicles for transport could be minimised through reduced parking provisions where design excellence and sustainability is achieved.
- There should be no crossovers onto main roads Weddell and Thompson Street.
- Reduce impacts of new vehicle access points on pedestrian, public transport and bicycle priority routes.

DENSITY

This site offers an opportunity to be ambitious and deliver a different approach to housing in Geelong. The final numbers of dwellings and typologies will be considered at the development approval phase.

Based on the indicative concept (see appendix) the precinct could deliver approximately 660 dwellings sited in a mix of apartment buildings, maisonettes, row housing and mixed use development. This equates to appropriately 80 dwellings per hectare per net developable area for the precinct.

FRAMEWORK PLAN

06

LINKAGES

Improvements are planned for both Weddell Road and Thompson Road. This includes pedestrian and cyclist safety improvements and an upgraded intersection on Thompson Road.

Connections to the train station, Pakington Street activity centre, waterfront and the city centre are available via Victoria Street and Church Street. Improved amenity and wayfinding to and along these routes would promote walking and cycling to these key destinations.

BUILDING TYPOLOGIES AND ARCHITECTURE

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

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

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

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

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

Apartment development could be surrounded by high quality landscaped gardens. Perimeter block designs should include central open spaces within each block providing a mixture of private gardens and green communal spaces. The provision of green roofs will be encouraged to provide additional communal open space. Car parking should be provided in basement or semi basement configuration under buildings to provide opportunities for deep soil planting within central courtyard spaces.

Row house, mixed use and maisonette development should'address' the street and public realm frontage with garage access from a lane-way system at the rear. The design of garages should be adaptable for a future where the need for private vehicle use and storage may no longer be required and they could be converted to studio apartments.

The success of the east west street is key to the look and feel of the entire precinct. Development must address or front the east-west street. Blank or side walls or boundary fencing is not an appropriate interface to this street. Where sites are located on a corner both street frontages should be addressed. The development should make a positive contribution to the public realm and life on the street. High quality landscape treatments should be prioritised on the key movement networks where the majority of people, whether residents or visitors, will be able to enjoy them.

EXAMPLE BUILDING TYPOLOGIES



4-6 STOREY APARTMENT

Perimeter block apartments are the highest density residential type proposed in the precinct. Developments will include central green communal open spaces. Provision of green roofs will be encouraged to provide additional communal space. Upper stories should not dominate.

Maximum site coverage: 80%
Vehicular access/ parking: basement or semi basement



3-4 STOREY MIXED USE

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

Minimum lot size: 85m2
Maximun Site Coverage: 100%
Vehicular access/ parking: at grade garage access from rear lane



3 STOREY MAISONETTE

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

Minimum lot size: 600m2
Maximum Site Coverage: 70%
Vehicular access: at grade garage access from rear lane



3 STOREY ROW HOUSE WITH NO REAR COURTYARD

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

Minimum lot size: 85m2
Maximun Site Coverage: 100%
Vehicular access/ parking: at grade garage access from rear lane



2-3 STOREY ROW HOUSES WITH REAR COURTYARD

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

Minimum lot size: 190m
Maximum site coverage: 70%

ENVIRONMENTALLY SUSTAINABLE DEVELOPMENT

Opportunities exist to deliver 'above standard' ESD features on council owned land. The City will work constructively with proponents of all land holdings to deliver best practice sustainability outcomes, including the one planet living principles.

Some examples of ESD features include:

GREEN BUILDING CERTIFICATION

Developments with 10 or more dwellings or 5000 square metres or more of floor space should submit evidence as part of the permit application that the project has been registered to seek a minimum 5 Star Green Star Design and As Built certification (or equivalent) with the Green Building Council of Australia. The applicant shall provide confirmation of the design certification prior to commencement of construction and provide confirmation of the Design and as Built certification within 12 months of occupation of the building.

EMISSIONS

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

ENERGY

- A decentralised peer to peer energy generation (probably solar), storage (probably battery) and sharing scheme should be investigated.
- Achieve a 20 per cent improvement on current National Construction Code energy efficiency standards.
- The orientation of buildings should consider natural light access, energy production, ventilation and wind breaks.
- External shading (at minimum Northern and Western façade shading strategies) should be included as part of façade design.
- Demonstrate how natural cross ventilation is incorporated into the design of buildings.
- Residential developments should achieve an average 7 star NatHERS rating for each building.
- Incorporate renewable energy generation, on-site energy storage, and opportunities to connect to a future precinct-wide or locally distributed low carbon energy supply.

URBAN HEAT ISLAND EFFECT MITIGATION (UHI)

The objective of providing street trees and landscaped areas that achieve a minimum 25% canopy coverage in streets and 40% in parking areas or demonstrate the maximum tree canopy coverage achievable as a % of canopy coverage will be critical to the overall look and feel of the precinct. Any variation to this objective must be suitably justified.

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

TRANSPORT

At least 5% of all parking spaces in apartments and mixed-developments should be reserved for electric vehicle charging only and equipped with at least level 2 charging facilities and 5% of parking reserved for small or shared vehicles. Every private garage should be wired to allow for an EV charging point.

The provision of communal car share spaces associated with a car share scheme will be considered as part of any request to reduce private car parking provisions.

WASTE

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

STREET NETWORK

The plan proposes new high quality public streets. The street network should be designed to maximise accessibility to both the residential precinct and the public parkland. Streets should be designed to provide views to the parkland within the site. The quality of the streets will be assisted by appropriate development design that contribute to the attractiveness and safety of the public realm.

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

All streets should maximise the greening of the precinct by through significant street tree planting.

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

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

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

VEHICULAR ACCESS

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

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

PEDESTRIAN AND BICYCLE ACCESS

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

A north south pedestrian connection is provided to the southern drainage reserve.

Upgrades of footpaths are proposed at the site boundaries.

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

Connections to the Pakington Street activity centre, waterfront and the city centre are available via Victoria Street and Church Street. Improved amenity and wayfinding to and along these routes would promote walking and cycling to these key destinations.

STREET DESIGN

There are a number of design solutions to deliver these objectives. The following examples represent the various street types identified within the precinct. These illustrate how the street design can integrate with the other design principles such as sustainability and built form. Detailed designs will still be required as part of the planning approvals process and must be to the satisfaction of the Responsible Authority.

MAIN EAST WEST STREET

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

DESIGN EXAMPLE 1 - SWALE

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

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

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

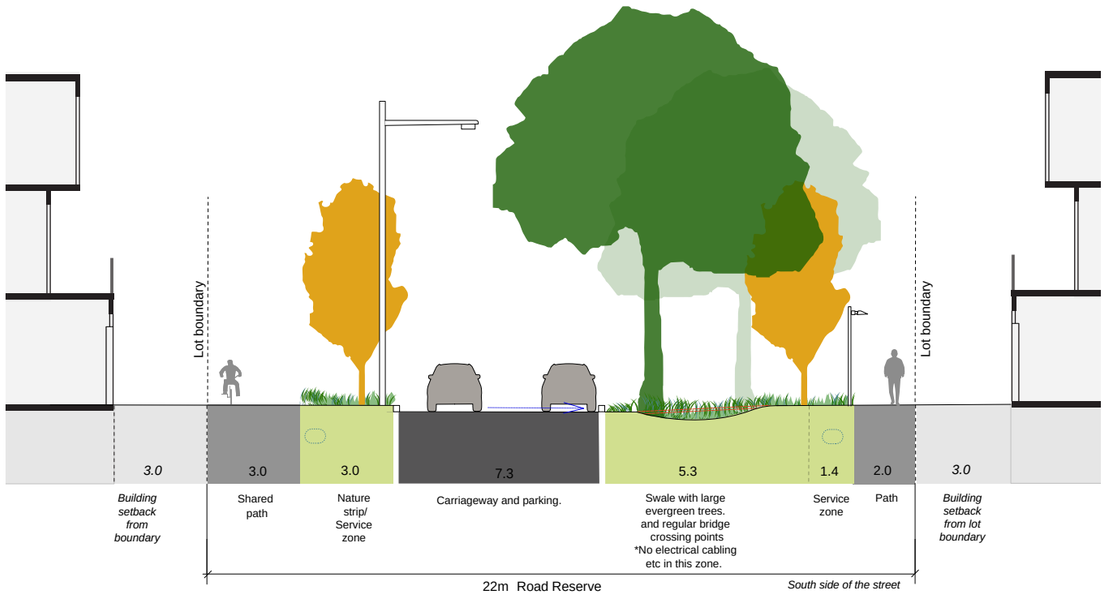
Development must address/front the street.

Materials:

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

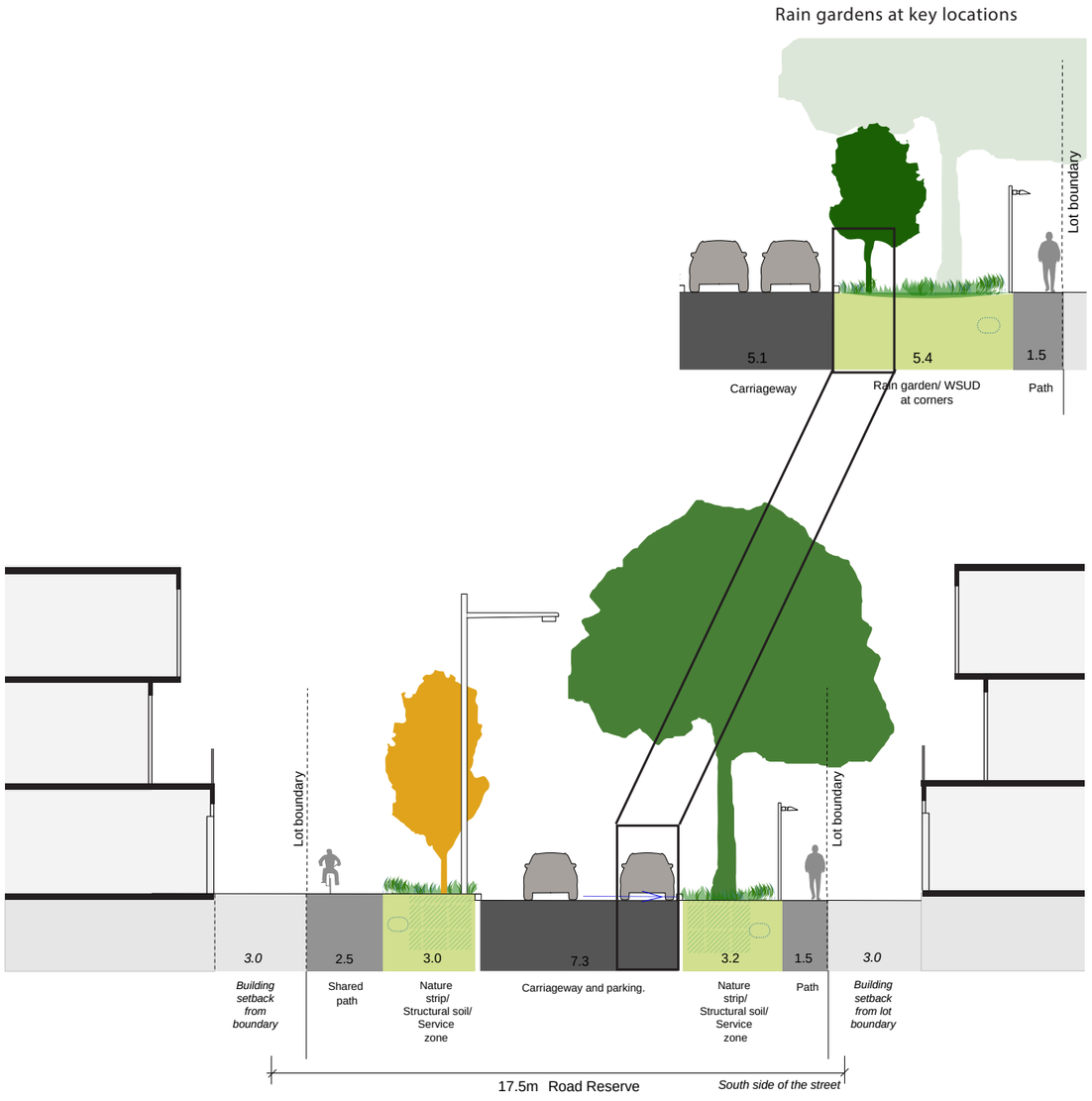
Tree species:

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



DESIGN EXAMPLE 2 - RAINGARDEN

- Cross section 17m with raingardens dispersed at each street corner and centre of block.
- Parallel parking located between raingardens on the south side.



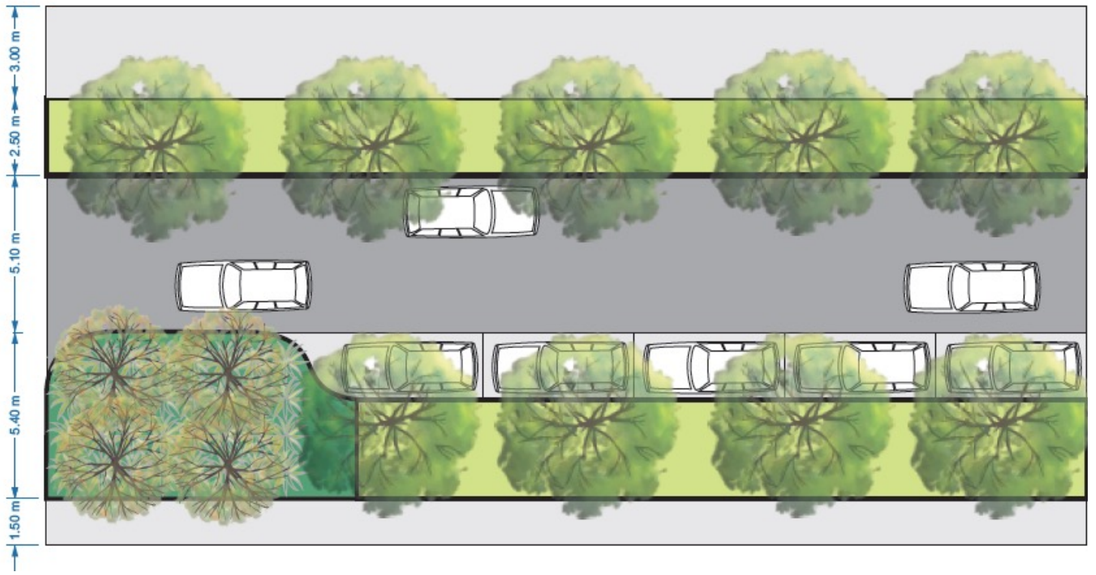
Materials:

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

Tree species:

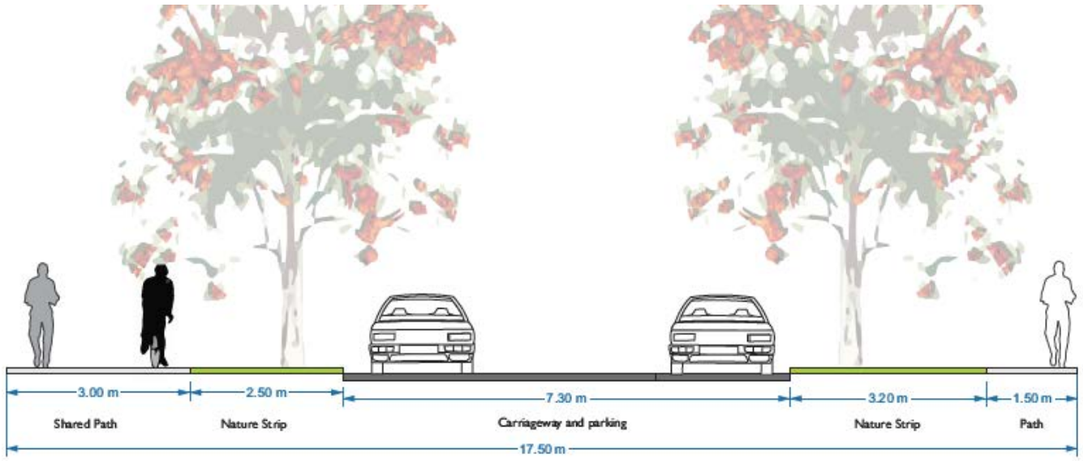
- Pyrus ssp and Angophora costata – street plantings and canopy cover
- Waterhousia floribunda and Lagerstroemia indica – raingardens for native habitat, evergreen and seasonal colour.

East West Road Reserve Proposed

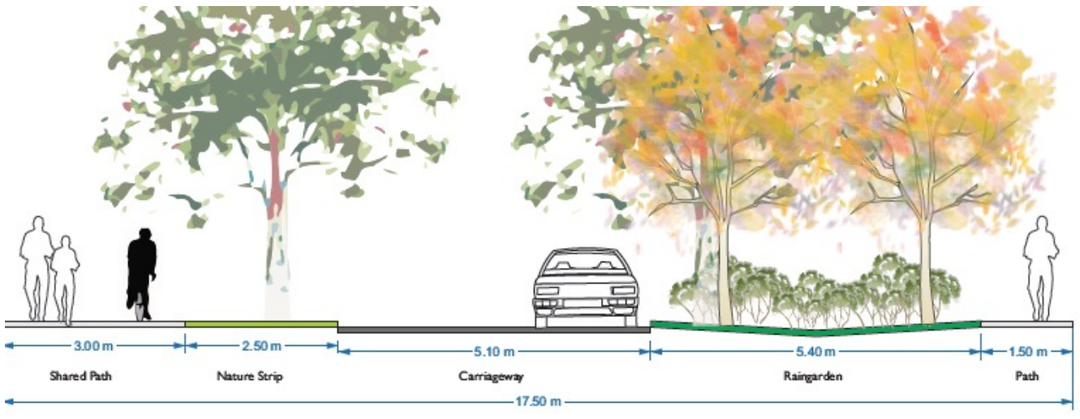


East West Road Reserve: Proposed 17.5m with raingarden. PLAN 1:100@A3

East West Road Reserve Proposed



East West Road Reserve: Proposed 17.5m cross-section.1:50@A3



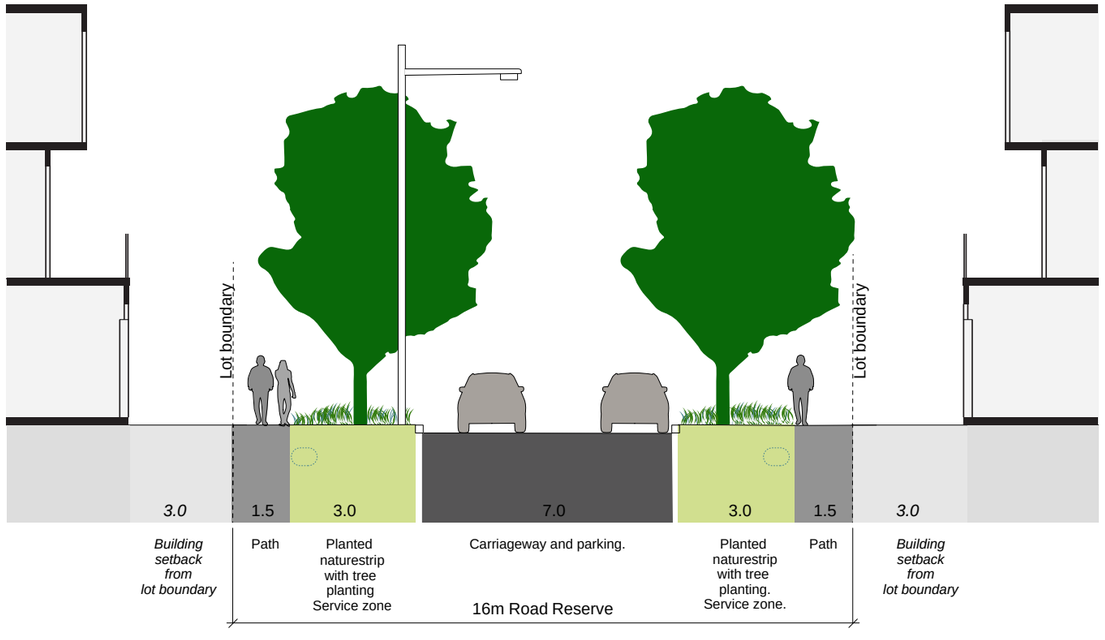
East West Road Reserve: Proposed 17.5m cross-section with raingardens.1:50@A3

LOCAL STREETS

Local streets will be developed as slow speed streets.

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

Development must address/front local streets.



BLUE STONE STREET

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

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

The water sensitive urban design features and tree planting will edge the park and include safe crossings for pedestrians.

The heritage blue stone drainage channel should be retained and incorporated into the the drainage system.

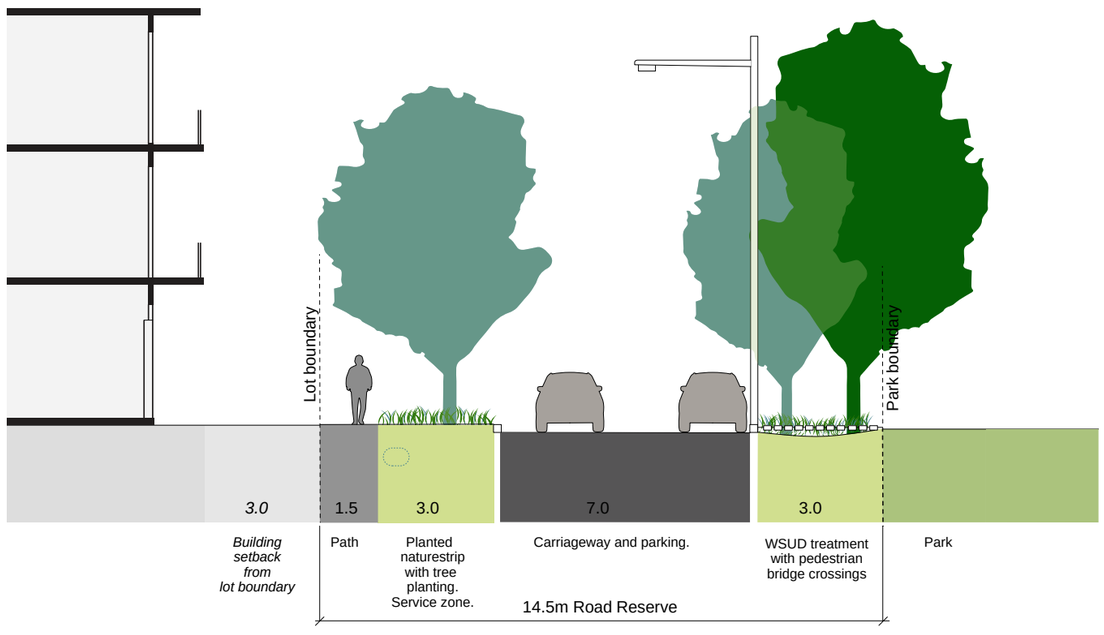
PARK STREET

Park Street is a modification of the local street design.

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

The water sensitive urban design treatments and tree planting will edge the park with crossings for pedestrians at intersections.

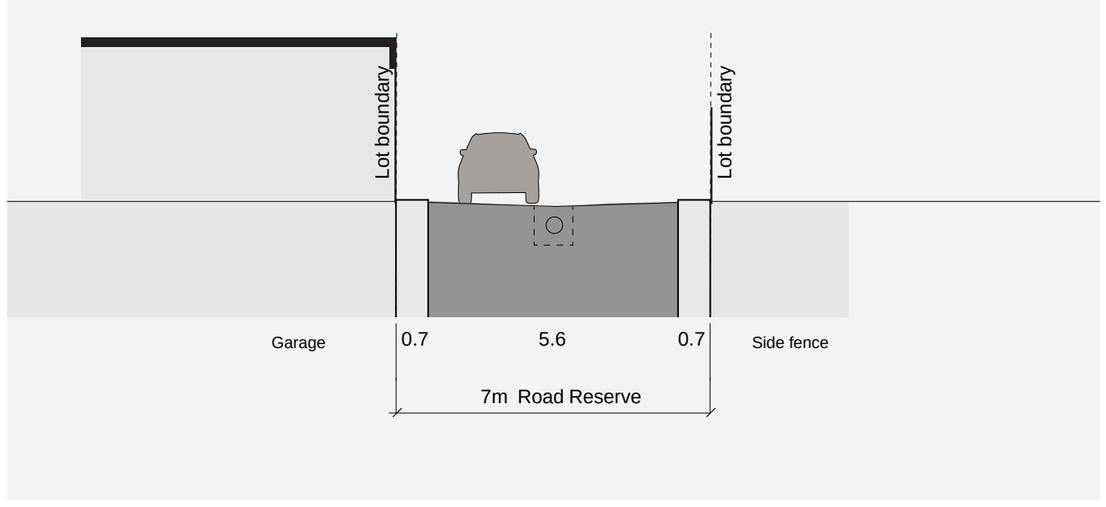




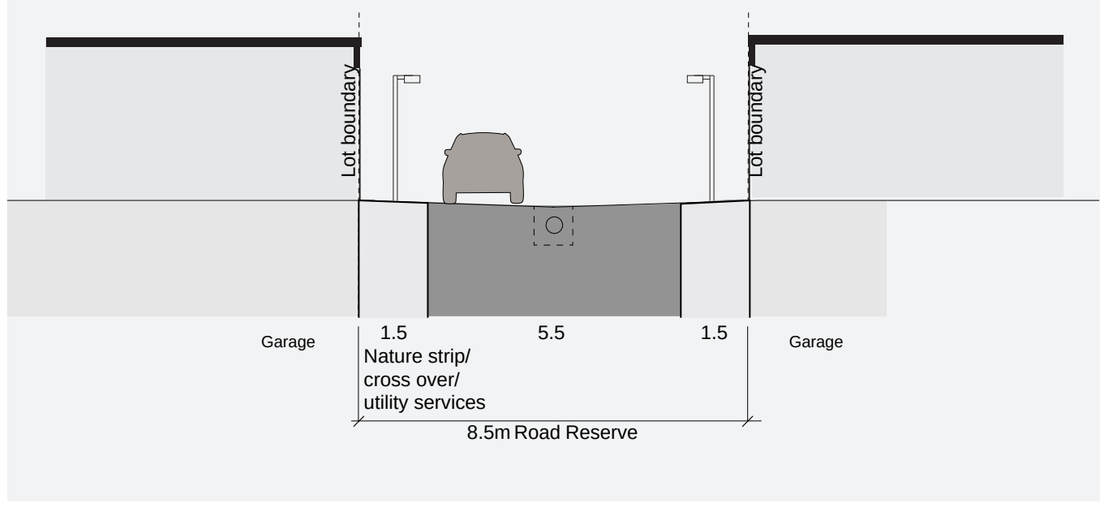
LANEWAYS

Laneways will provide access to garages, waste collection services and provide landscaping where possible

Development does not have to front the laneway however visual interest and opportunities for casual surveillance should be provided.



Type 1: With garaging on one side only



Type 2: With garaging on both sides

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

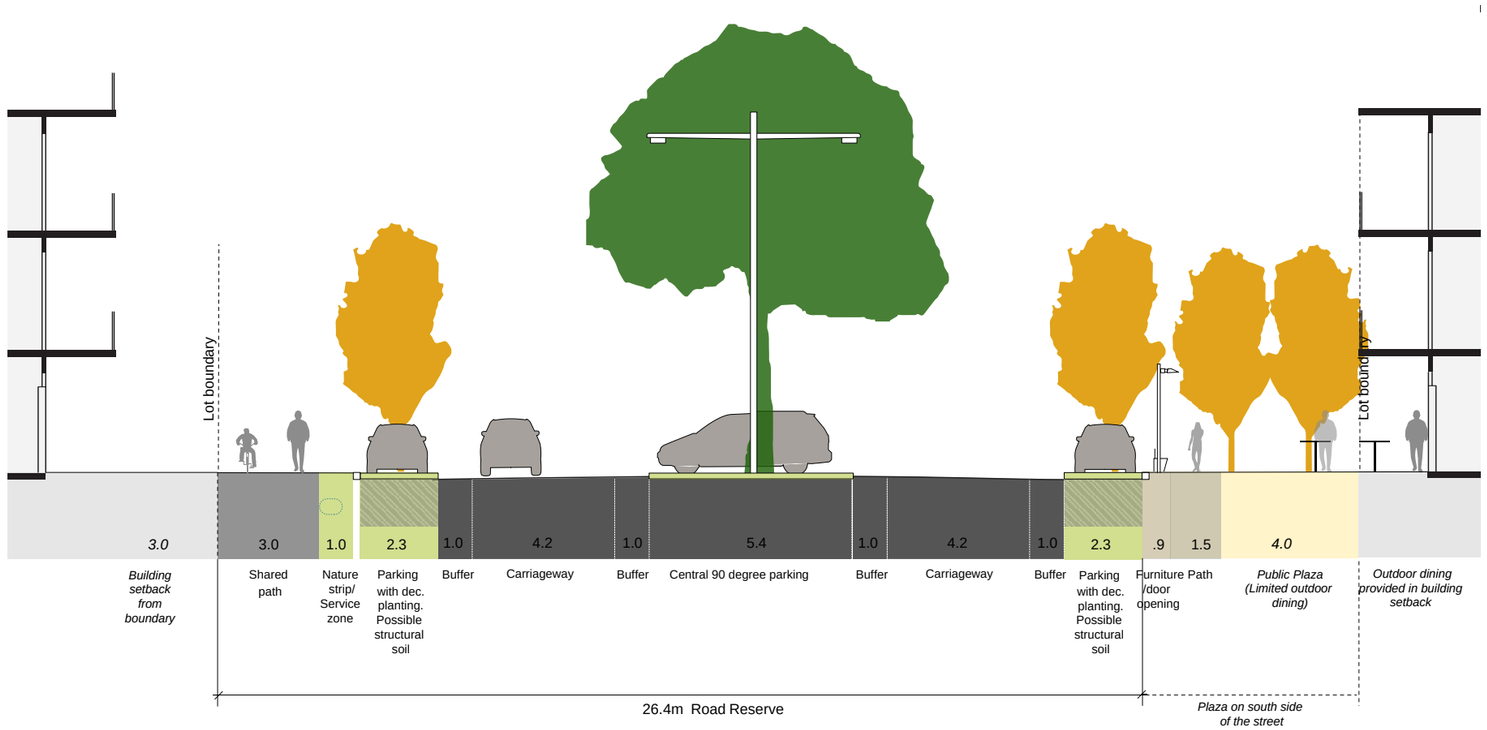
EAST WEST PARKING STREET

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

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

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

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



PLANNING SCHEME PROVISIONS

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

LOCAL POLICY

A local policy that incorporates the outcomes of this plan into the planning scheme will ensure an integrated and coordinated approach to developing the site in accordance with the overall vision. The policy will include the key design objectives and strategies and framework plan.

ZONE

The preferred zone is the Comprehensive Development Zone. This zone ensures development can occur on a strategic site in a coordinated way and address land use, built form, landscaping, transport and access, drainage and other infrastructure requirements.

PURPOSE

- To provide for the comprehensively planned development of the land in a way that integrates residential, recreational and limited commercial land uses and development.
- To facilitate the orderly and integrated residential development of the precinct.
- To encourage development that creates a high level of amenity to residents and visitors.
- To ensure a mix of architectural and housing diversity.
- To create a safe and integrated street network that establishes the East-West street as a local connector road between Thompsons Road and Weddell Road.
- To prioritise a safe and accessible pedestrian and cycling environment over vehicular use.
- To ensure best practice stormwater management and water quality treatment to prevent any adverse impact on downstream areas.
- To encourage development to incorporate best practice environmentally sustainable design
- To provide an appropriate interface to adjoining land uses, particularly to industrial and residential interfaces.
- To ensure that the subdivision design maximises the development potential of land.

BUILDINGS AND WORKS

All buildings and works should satisfy the following design principles:

Built form and scale

- Provide a mix of building types that demonstrate a diversity of architectural expression within each street and development block.
- Ensure that built form/development addresses and responds to key pedestrian routes particularly along the main east-west street.
- Encourage built form that maximises safety and utilises Crime Prevention Through Environmental Design (CPTED) principles.
- Encourage buildings over four stories in height to recess any additional stories and to locate adjacent to open space areas.
- Development should be configured to limit overshadowing of the public realm.
- Provide articulation to break up continuous built form and visual bulk through building separation, landscaping, fenestration, balconies, materials etc. Ensure buildings address both street frontages where a building is located on a corner.
- Encourage a variety of materials and textures for all prominent facades visible from streets and open space.
- Provide active frontages at ground floor level in mixed-use development and adjacent to public plaza spaces.
- Consider overshadowing on public gathering spaces (plazas and park).

Open and public spaces

- Provide a high quality centrally located local park that incorporates and interprets the identified heritage fabric to be retained.
- Provide urban plaza spaces adjacent to mixed use areas which provide shade, shelter, greenery, seating, alfresco dining etc
- Provide linear green links/spaces to connect key destinations.

Pedestrian and cycle access and movement

- Ensure road reserves are scaled and detailed to promote pedestrian and cyclist safety and movement.
- Provide a shared path along the main east-west street.
- Provide landscaping that supports shade and visual interest along key pedestrian and cycling routes.

Vehicle Access, Car Parking and Movement

- Provide one access off Thompsons Road and two access points on Weddell Road (including the main east-west street)
- Ensure the main east-west street is staggered to avoid it being used as a through road.
- Design vehicle access to semi-basement and basement carparking to minimize visual impacts.
- Provide EV charging points to private garages.
- Ensure 5% of car parking spaces in apartments or mixed-use developments is reserved for electric vehicles.
- Ensure 5% of car parking spaces in apartments or mixed-use developments are reserved for small and/or shared vehicles.
- Utilise rear laneways, semi-basement and basement options for car parking to reduce the visual impact of garages, carports, driveways and vehicle crossovers on the main east-west and local streetscapes.
- Ensure key junctions are designed to prioritise pedestrian and cycle movements.

Landscaping

- Provide high quality landscaping to public realm areas including key pedestrian routes and key entry points using a variety of hard and soft landscaping materials.
- Provide a mix of indigenous, native and exotic species that are suitable to the site and climate conditions now and into the future.
- Provide 25% canopy coverage in streets and 40% in parking areas or demonstrate the maximum tree canopy coverage has been achieved.
- Ensure public and private landscaped areas create a theme within the precinct.
- Incorporate WSUD features into the landscape design.

Sustainability and Water Sensitive Urban Design (WSUD)

- Encourage new development to incorporate environmentally sustainable design measures in the areas of water and energy efficiency.
- Provide a range of WSUD initiatives to limit runoff from roofs, structures and impermeable surfaces.
- Optimise northern orientation for as many buildings/dwellings as practicable utilising appropriate street and building orientation.
- At least 70 per cent of the total site area should comprise building or landscape elements that reduce the impact of the urban heat island effect.

Subdivision

The subdivision of land should satisfy the following principles:

- Subdivision of land within the precinct should maximise opportunities to deliver the principles set out in the Saleyards Precinct Plan.

Signs

The design and siting of sign(s) should satisfy the following design principles:

- Signs should be incorporated into the built form where possible.
- Signs should be of a size and height that is appropriate in the context of the built form of the buildings and surrounding landscape.
- Signs should be limited in number and incorporate limited detail other than is necessary to identify the building name and key tenants; and
- Signs should be consolidated to avoid the visual clutter of signage and displays.

IMPLEMENTATION PLAN

07

SOCIAL HOUSING REQUIREMENTS

There is strong state and local policy support to deliver social housing within the Saleyards precinct. The City is working with specialist consultants to determine an appropriate level of social housing contribution for the precinct. The consultants have identified a provisional minimum social housing contribution rate of 3.6% (of total residential and non-residential marketed floorspace) across the precinct. The 3.6% contribution rate translates to an equivalent quantum of 25 social housing dwellings out of the estimated 660 total dwellings (based on the concept plan, see appendix). Further refinement and finalisation will occur as part of the planning scheme amendment process where site-specific planning controls will be included.

ENVIRONMENTAL AUDIT & SPECIAL BUILDING OVERLAY

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

INFRASTRUCTURE DELIVERY PLAN

An Infrastructure Delivery Plan will be prepared to provide certainty around the costs and responsibility for infrastructure delivery. Contributions will be sought via Section 173 agreements with the relevant parties. Key items to be considered include:

- intersection upgrade Thompsons Rd/new east-west street intersection
- pedestrian crossing – new east-west street/Weddell Rd intersection and Victoria St/Weddell Rd
- footpath/bike path to train station (~400m along Victoria St)
- northern and southern drainage basin/wetlands and open spaces/parkland.

OPEN SPACE

There is a requirement for a 10 percent open space contribution. This must consist of unencumbered land. Based on the framework plan this requirement will be met through the provision of the central park and a cash in lieu contribution.

PLANNING SCHEME AMENDMENT

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

OTHER DELIVERY REQUIREMENTS

Along with planning scheme changes several other actions are required to deliver the precinct plan including:

- A land disposal strategy for the Saleyards site to best meet the objectives of the Precinct Plan and the requirements of the Local Government Act.
- Apply to Department of Environment, Land, Water & Planning to change of crown land reservation from 'saleyards' to 'public purposes' to allow stormwater management/open space to occur on the site.
- Apply to and demolish non-significant heritage assets from the saleyards site.
- Investigate options to clear the site of contamination.
- Investigate options into the future of the truck wash currently located on the saleyards site.

FUTURE COMMUNITY INVOLVEMENT

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

- Local initiatives for grant applications (i.e.. community gardens).
- In addition, a community group could actively share skills and information with other community based sustainable communities to develop more broadly based responses to sustainable living.



KEY MOVES

1. CULTURAL PARK
   A central meeting place for passive recreation as well as reflection of the sites historic use, through interpretation and reuse of the cattle, sheep pens, animal ramp and latrines shed.

2. PLAZA ONE
   A plaza space adjacent to mixed use development which utilises the sunny side of the street for outdoor dining.

3. PLAZA TWO
   A smaller plaza space at the western entry to the site, adjacent to the apartment buildings.

4. BLUE STONE LINEAR PARK
   A linear park which incorporates the historic blue stone drain and shelter.

5. LINEAR POCKET PARKS
   Linear pocket parks which provide visual links to the adjacent public open space as well as providing amenity and address for the developments.

6. SHARED PATH
   A 3.0m shared path will connect from Thompson Street to Weddell Road. On road cycle paths will be provided on Weddell Road.

7. EAST WEST GREEN LINK
   The main East West Street will be developed as a slow speed street which provides a generous green link through the precinct.

8. BLUESTONE PEDESTRIAN PRIORITY STREET
   This street will feature a raised narrow blue stone pavement and retention of the existing blue stone drainage channel that runs north - south through the site.

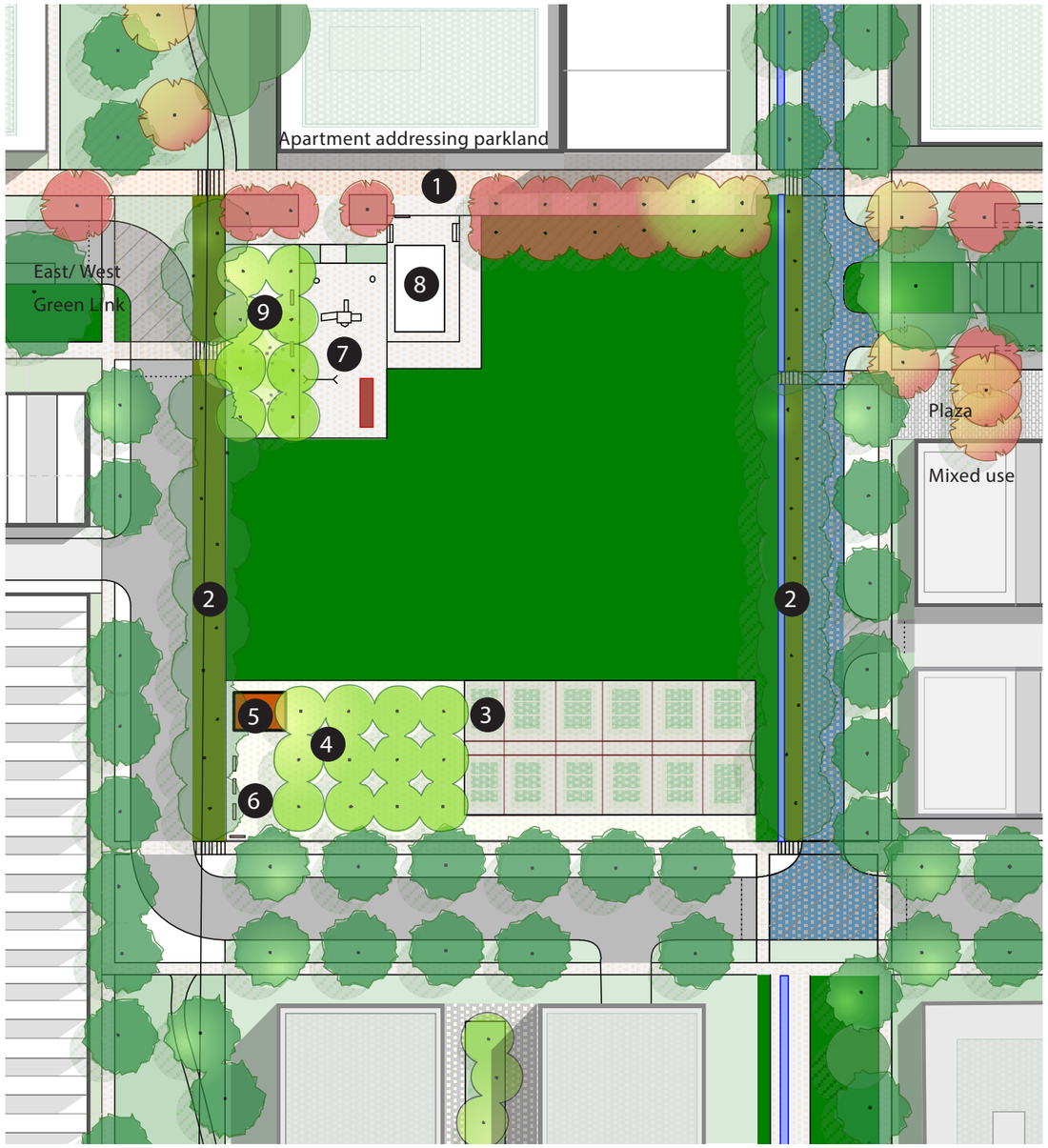
9. DRAINAGE RESERVE
   The drainage reserve could be reshaped with landscape enhancements to improve its appearance and water treatment outcomes. Possible wetlands development with native planting and walking loops.

10. CROWN LAND
    This parcel of crown land could be developed to add to the public open space offering of the precinct and surrounding neighbourhood. It could include walking tracks, tree planting and re-vegetation/ water detention space.

    There may be potential for some residential development.

APPENDIX 1 CONCEPT PLAN - PHASE 2 PUBLIC CONSULTATION

Indicative concept aerial view



CONCEPT PLAN FOR THE CENTRAL CULTURAL PARK

KEY

1. Shared path which connects from Thompson to Weddell Road

WATER SENSITIVE URBAN DESIGN

2. Swale system with pedestrian bridge crossings at intersections

COMMUNITY GARDEN

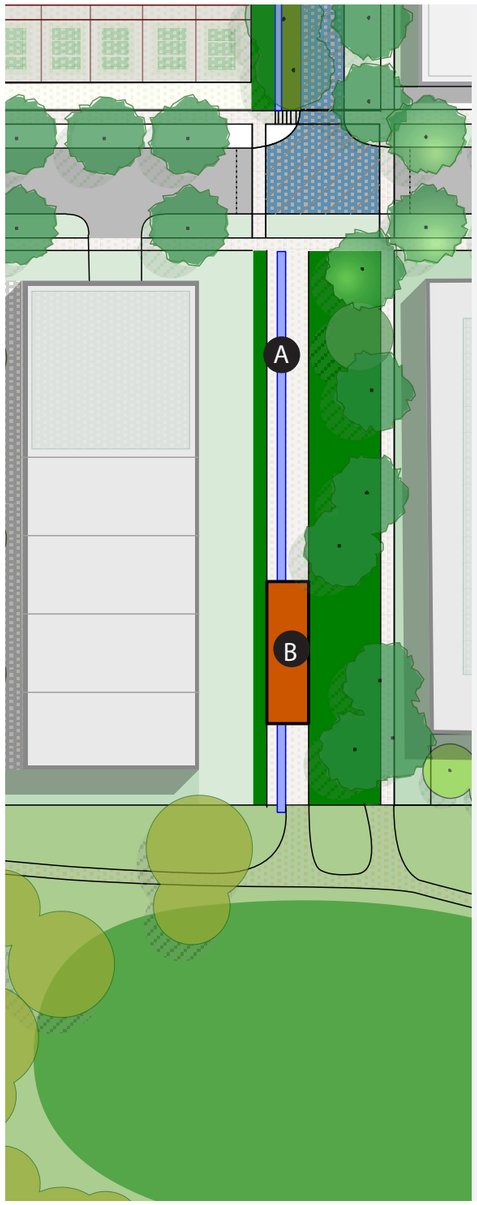
3. Retained yards could incorporate raised planters for food gardens using recycled timber edging from site
4. Orchard planting within a gravel plaza
5. Latrine Shed could be restored and re-purposed to accommodate a potting bench, compost pens and sink to be used by the Community Garden co-operative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

PICNIC AND PLAY AREA

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

0 25 50

N



CONCEPT PLAN FOR THE BLUESTONE PARK

KEY

A Retained bluestone drain with new pedestrian gravel path

B Retained and restored shelter with picnic facilities



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



3 Opportunity to reuse water troughs for planter boxes.



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



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

APPENDIX 1 CONCEPT PLAN - PHASE 2 PUBLIC CONSULTATION



Indicative concept central cultural park

CITY OF GREATER GEELONG
PO Box 104
Geelong VIC 3220
P: 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE
100 Brougham Street
Geelong VIC 3220
8.00am – 5.00pm

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CITY OF GREATER GEELONG

6. SUSTAINABILITY PERFORMANCE TARGETS AND INDICATORS

Source: **Strategy, People & Performance - Strategy & Performance**
Director: **Kaarina Phyland**

Purpose

1. For Council to endorse the recommended Sustainability targets and indicators.

Background

2. In July 2020 a revised Sustainability Framework and Action Plan was adopted by Council.
3. Council requested a report to be provided by 31 December 2020 to include:
   3.1 The public targets to be included in the annual reporting program and the Sustainability Action Plan. The public targets, including a carbon reduction target, are to be benchmarked against best practice government and private sector organisations.
4. The timeframe for delivering the draft sustainability indicators and targets was extended to allow consultation with the Sustainability Performance portfolio holders and the Sustainability Advisory Committee.

Key Matters

5. Target and indicator results will be reported for 2020-21 where data has been reliably captured.
6. Data will be reliably captured for the full set of targets and indicators for 2022-23 where possible.

Cr Asher moved, Cr Moloney seconded -

7. That Council endorse the Sustainability Performance Indicators and Targets.

Carried.

Attachment 1

Financial Implications

1. New indicators and targets may require ongoing/additional budget allocation and/or redirection of existing resources.

Community Engagement

2. The Sustainability Advisory Committee, comprising members of the community with expertise and/or experience across social, economic and environmental sustainability, have considered and provided advice on the sustainability targets and indicators.
3. The City is also undertaking a four-stage deliberative and participatory engagement process with stakeholders and the community to develop the Climate Change Response Plan, which includes the development of a public climate change statement and associated carbon emission reduction targets.

Social Equity Considerations

4. The Sustainability Framework recognises the importance of equity, access and inclusion as a key priority area contributing to the long-term sustainability of the community.

Policy/Legal/Statutory Implications

5. A key component of the Sustainability Framework is the Sustainability Policy, adopted by Council in February 2021. The implementation of the Framework will also include updates to relevant existing policies and new policies.
6. The Sustainability Framework aligns with the governance principles of the Local Government Act 2020, which require Council to consider the economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks.

Alignment to Council Plan

7. Sustainability is a key consideration/theme of *Council Plan 2018–22* and even more aligned to the draft Our Community Plan 2021-25. It also features strongly in the community's Greater Geelong: A Clever and Creative Future.

Conflict of Interest

8. No Council officers involved in the preparation of this report have declared a general or material interest.

Risk Assessment

9. Establishing new targets must be balanced with continuous improvement across all existing commitments to allow overall progress in sustainability performance.
10. Setting alternate targets to those already committed to in existing strategic documents and/or developed through stakeholder engagement presents a risk to the reputation of the organisation.

Environmental Implications

11. The Sustainability Framework provides the opportunity to consolidate our current and future approach to addressing climate change and other critical issues.

CITY OF GREATER GEELONG

Sustainability Performance Indicators and Targets

June 2021

CITY OF GREATER GEELONG

Our Sustainability Performance Journey

- The City adopted a Sustainability Framework and Action Plan in 2020 and a Sustainability Policy in 2021
- Mayor & Councillors further prioritised sustainability performance in 2020 by creating a dedicated portfolio
- Our Sustainability Advisory Committee was appointed in 2021 to advise on and monitor progress
- Initiatives are underway in each of the priority areas – protecting the environment; community wellbeing & social equity; and responsible & transparent business
- Sustainability Framework implementation resourcing is funded until June 2024 (***Proposed Budget 2021-25***)
- We will report annually on the progress of our ***Sustainability Action Plan,*** how we're tracking against our sustainability targets and selected Global Reporting Initiative Indicators
- We aim to expand on our alignment with the United Nations Sustainable Development Goals (SDGs)
- Our set of sustainability targets will be refined over the next three years as we respond to new data opportunities and incorporate new research

We will embed sustainability into our decision-making and look for innovative solutions –

City of Greater Geelong Sustainability Framework 2020

Sustainability Performance Targets

Strategic Directions	Targets	Potential future targets *(data capture and/or baseline needed)*
1. Healthy, caring and inclusive community	• 95 per cent of residents agree that they feel safe in the area where they live (*Greater Geelong Vision 2017-47)* • No Greater Geelong suburbs in the bottom 20 per cent of the Socio-Economic Indexes for Areas (SEIFA) (*Greater Geelong Vision 2017-47)* • Over 50 per cent of residents reporting their health as very good or excellent (*Greater Geelong Vision 2017-47)* • A Digital Inclusive Index score greater than 70 (*Greater Geelong Vision 2017-47)*	• Food target(s) informed by our Food Policy, currently in development • Creation of a Social Cohesion Index as a measure for community inclusivity, diversity and social equity • Creation of a Community Health and Wellbeing scoring model
2. Sustainable growth and environment	• A Municipal Carbon Emission Reduction Target will be announced as part of our *Climate Change Response Plan,* due for Council review in July 2021 • All City-managed operations to be carbon neutral by 2025 (*Environment Strategy 2020–30)* • Plant one million new trees in Greater Geelong by 2030 (*Environment Strategy 2020–30)* • Protect and restore an additional 1,000 hectares of habitat by 2030 (*Environment Strategy 2020–30)* • 50 per cent of journeys to work in the municipality are made by public transport, walking or cycling (*Greater Geelong Vision 2017-47)* • 100 per cent of garbage, recyclables and green organics collected from kerbside bins to be diverted from landfill by 2030 ***(New*)*** • Zero waste to landfill from City office buildings by 2030 ***(New*)*** • 20 per cent of all water used in the municipality is sourced from alternative water sources by 2030 ***(New*)*** • 20 per cent of all water used by the City is sourced from alternative water sources by 2030 ***(New*)*** • Increase the supply of social housing from the current 3 per cent to: 7 per cent by 2031; and 10 per cent by 2041 (*Social Housing Plan 2020-41)*	• Potable water reduction target(s) informed by our Integrated Water Management Plan, currently in development • Biodiversity targets informed by our Biodiversity Strategy, currently in development • Visitation target(s) for our open spaces and parks • Litter reduction target(s) for wetlands and waterways • Further transport and mobility target(s) informed by our Integrated Transport Plan, currently in development
3. Strong local economy	• Greater Geelong's workforce participation rate is higher than the Victorian average (*Greater Geelong Vision 2017-47)* • Expenditure by visitors to the city-region increases by 38 per cent per annum (*Greater Geelong Vision 2017-47)* • Successfully host a mega event (exclusive World Championship or similar) every decade (*Geelong Major Events Strategy 2016-2026)* • Support the hosting of 12 major events in Geelong every year (*Geelong Major Events Strategy 2016-2026)* • An increase in the diversity of businesses within Greater Geelong (*Greater Geelong Vision 2017-47)* • Greater Geelong rated in the top 200 of the Global Innovation Cities index (*Greater Geelong Vision 2017-47)*	• Economic development target(s) informed by our Economic Development Strategy, currently in development • Supply chain target(s) • Benefits realisation target(s) for our strategic partnerships
4. High-performing Council and organisation	• Zero City employee work-related fatalities ***(New*)*** • 100 per cent of new and reviewed City plans, strategies and policies consider sustainability impacts and risks by 2022 ***(New*)*** • 100 per cent of Council reports include consideration of financial, social, community engagement and environmental implications from 2021 ***(New*)***	• Financial sustainability target(s) informed by our 10-year Financial Plan, currently in development • Customer experience target(s) informed by our Organisational Strategy and Clever Together implementation • City employee diversity and inclusion target(s) informed by our Diversity and Inclusion Plan, currently in development • City employee culture and engagement target(s)

Strategic Direction	We will report annually on the following Global Reporting Initiative (GRI) & *Our Community Plan 2021-25* Indicators:
1. Healthy, caring and inclusive community	• GRI Disclosure 414-1: Percentage of new suppliers that were screened using social criteria • GRI Disclosure 416-1: Percentage of significant product and service categories for which health and safety impacts are assessed for improvement • Community satisfaction with community and cultural activities • Reported incidents of family violence • Community perception of safety in the area where they live • Level of agreement that multiculturalism makes life better • Community satisfaction with support services • Community satisfaction with the level of access to City-owned infrastructure • Number of key community infrastructure projects completed • Proportion of adults experiencing high / very high psychological distress • Community satisfaction with recreational facilities • Proportion of adults meeting the physical activity guidelines • Proportion of adults consuming the recommended number of serves of fruit and vegetables • Proportion of community concerned about effects of climate change on health • Proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group)
2. Sustainable growth and environment	• GRI Disclosure 305-1: Gross direct (Scope 1) GHG emissions in metric tons of CO_2 equivalent • GRI Disclosure 304-3: Size and location of all habitat areas protected/restored • GRI Disclosure 304-4: Total number of IUCN Red List species and national conservation list species with habitats in areas affected by the operations of the organization • GRI Disclosure 308-1: Percentage of new suppliers that were screened using environmental criteria • GRI Disclosure 306-2: Actions taken to prevent waste generation in the organisation's own activities and upstream and downstream in its value chain • Community satisfaction with planning for population growth • Residential land supply • Employment land supply • Percentage housing construction within existing urban areas • Diversity of housing supply • Kilometres of bicycle, walking paths and shared paths • Community satisfaction with local streets and footpaths • Community satisfaction with sealed local roads • Quantity of open space • Community satisfaction with appearance of public areas (includes local parks, gardens, reserves and nature strips) • Percentage of residences living within 400 metres of public open space in urban areas • Community greenhouse gas emissions • Hectares of protected natural habitat • Community satisfaction with waste management

Alignment with Sustainable Development Goals (SDGs)





Strategic Direction	We will report annually on the following Global Reporting Initiative (GRI) & *Our Community Plan 2021-25* Indicators:
3. Strong local economy	• GRI Disclosure 203-1: Infrastructure investments and services supported • GRI Disclosure 203-2: Significant positive and negative indirect economic impacts on stakeholders and the economy • GRI Disclosure 204-1: Proportion of spending on local suppliers • Return on investment of Geelong major events • Value of non-residential building approvals in City of Greater Geelong • Number of businesses • Tourism Sentiment Index • Visitor expenditure • Community satisfaction with business and community development • Number of jobs located in the City of Greater Geelong • Small area unemployment rates across Greater Geelong • Gross Regional Product • Investment in Geelong
4. High-performing Council and organisation	• GRI Disclosure 413-1: Percentage of operations with implemented local community engagement, impact assessments, and/or development programs • GRI Disclosure 205-1: Total number and percentage of operations assessed for risks related to corruption, and the significant risks identified • GRI Disclosure 418-1: Total number of substantiated complaints received concerning breaches of customer privacy • GRI Disclosure 401-1: Number and rate of employee hires and turnover, by age group, gender and region • GRI Disclosure 401-3: Parental leave by gender • GRI Disclosure 403-9: Work-related injuries (Lost Time Injury and Total Recordable Injury frequency rates) • GRI Disclosure 403-10: Work-related ill health • GRI Disclosure 404-1: Average hours of training per year per employee • GRI Disclosure 404-2: Programs for upgrading employee skills and transition assistance programs • GRI Disclosure 405-1: Diversity of governance bodies and employees by gender, age, and relevant minority or vulnerable groups, including number of Aboriginal and Torres Strait Islander people employed at the City • GRI Disclosure 406-1: Incidents of discrimination and corrective actions taken • GRI Disclosure 411-1: Incidents of violations involving rights of indigenous peoples and corrective actions taken • GRI Disclosure 201-1: Direct economic value generated and distributed on an accruals basis, including • GRI Disclosure 201-2: Financial implications and other risks and opportunities due to climate change • Complaint resolution • Community satisfaction with customer service; informing the community; engagement / consultation; overall council direction; overall performance; and advocacy on behalf of the community • Employee satisfaction and engagement • Recurrent surplus / deficit • Funds from sale of assets • Cost recovery of services and revenue growth from new sources (fees and charges) • Efficiency target • Asset renewal gap

Alignment with Sustainable Development Goals (SDGs)





PROCEDURAL MOTION:

Cr Murrihy moved, Cr Asher seconded –

That the Notice of Motion regarding McAteer's Bluestone Cottage be brought forward for discussion.

Carried.

NOTICE OF MOTION – Cr Murrihy

McATEER'S BLUESTONE COTTAGE - 375 BARWON HEADS ROAD

Background

McAteer's Bluestone Cottage is located at 375 Barwon Heads Road on land that is required for the duplication of Barwon Heads Road and as part of the project Major Road Projects Victoria (MRPV) is proposing to demolish the cottage. It is understood MRPV take possession of the property at the end of June 2021.

There is no viable option for the cottage to be retained in its current location and deliver the duplication of Barwon Heads Road.

The cottage possesses a degree of local historical and architectural values. Historically the place is an early example of a worker's dwelling in Marshalltown and the application of bluestone on such a modest dwelling is of historical interest.

There has been considerable interest from the community to identify ways to preserve the cottage.

A range of options for the cottage have been considered by MRPV with the current preferred option being demolition with partial reuse of some of the bluestone in a new interpretive display at the JF Field park across the intersection.

Given the heritage significance and the community interest in providing a solution it is considered that the Council should advocate a position to MRPV which seeks to provide for retention of the cottage within the local area.

Cr Murrihy moved, Cr Asher seconded -

That Council request the Chief Executive Officer to:

1. **Write to Major Roads Project Victoria to seek agreement to appropriately dismantle and store the cottage, and consider options that facilitate the cottage to be restored for use within the local area; and**

2. **Investigate sustainable options for the cottage to be restored for public purposes in the Marshall and Charlemont areas and report to Council by December 2021.**

Carried.

7. CLEVER & CREATIVE - 30-YEAR VISION REFRESH

Source: **Strategy, People & Performance – Strategy & Performance**
Director: **Kaarina Phyland**

Purpose

1. To present the Vision Refresh Greater Geelong: A Clever and Creative Future document 2nd Edition for noting by Council.

Background

2. The Community-led 30-year vision, Greater Geelong: A Clever and Creative Future*,* was launched in August 2017.

3. As part of the new *Local Government Act 2020* (LGA 2020), all councils must develop or review the Community Vision in accordance with its deliberative engagement practices and adopt the Community Vision by 31 October in the year following a general election.

Key Matters

4. The Community-led 30-year vision, *Greater Geelong: A Clever and Creative Future,* was developed in 2016 following a considerable deliberative engagement process which captured the voices of over 16,000 community members.

5. In line with the LGA 2020, as part of the deliberative engagement undertaken with the community to develop the Our Community Plan 2021-25, a review of the current community vision was also included as part of the discussion and surveys.

6. Further engagement was also undertaken with the Vision Partner Group and the Geelong Youth Council as part of the review process.

7. The key focus areas / gaps identified by the community, which have been included in the 2nd Edition document, are: diversity and inclusion, emergency services and safety, accessible health and specialist services, mental health and family violence and local economy and the need for ongoing COVID support.

8. The 2nd Edition document aims at addressing these gaps to ensure that the vision remains relevant and deliverable in the current environment. However, it is not the intention to make any significant changes to the vision until a more substantial community engagement is undertaken, scheduled for 2023.

9. The measures of success have also undergone a brief review with measures that have not been able to be determined removed, and the inclusion of some measures aligning to the updated community feedback.

10. The draft 2nd Edition vision document will be released for further community consultation between 23 June – 13 July 2021.

Cr Grzybek moved, Cr Kontelj seconded -

11. That Council:

11.1 Note the review of the community-led 30-year vision, Greater Geelong: A Clever and Creative Future; and

11.2 Endorse the release of the draft 2nd Edition vision document for further community consultation from 23 June to 13 July 2021.

Carried.

Attachment 1

Financial Implications

1. There are no financial implications associated with the review of the community vision.

Community Engagement

2. In line with the LGA 2020, as part of the deliberative engagement undertaken with the community to develop the Our Community Plan 2021-25, a review of the current community vision was also included as part of the discussion and surveys.

3. The key focus areas / gaps identified by the community, which have been included in the 2nd Edition document, are: diversity and inclusion, emergency services and safety, accessible health and specialist services, mental health and family violence and local economy and the need for ongoing COVID support.

4. Key stakeholder (Vision Partner Group, Geelong Youth Council, etc) engagement has also taken place as part of this review process.

Social Equity Considerations

5. The vision document was developed in collaboration with the community. This update reflects community data relating to the community aspiration for an inclusive, diverse, healthy and socially connected community.

Policy/Legal/Statutory Implications

6. As part of the new LGA 2020, all councils must develop or review the community vision in accordance with its deliberative engagement practices and adopt the community vision by 31 October in the year following a general election.

Alignment to Council Plan

7. The Council Plan has been guided by the 30-year community vision for the municipality.

Conflict of Interest

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

Risk Assessment

9. Delivering the Greater Geelong: A Clever and Creative future vision has been identified as a strategic risk for the City.

10. The City is working in partnership with its 15 Vision Partner organisations to ensure that the community-led vision remains relevant, achievable and front-of-mind with the community and stakeholders.

Environmental Implications

11. The vision document was developed in collaboration with the community. This 2nd edition document reflects the community feedback received through the deliberative community engagement relating to the community aspirations for sustainable development that supports population growth and protects the natural environment, and development and implementation of sustainable solutions.

Attachment 2

GREATER GEELONG

A CLEVER and CREATIVE FUTURE

Draft 2nd edition (2021)



CITY OF GREATER GEELONG

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.



CLEVER and CREATIVE

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Artwork: *Corio*, Dr Jenny Murray-Jones

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

CREATING A VISION

From September 2016 to May 2017, over 16,000 people told us what they value about the Greater Geelong region.

They also rated it against recognised elements of a successful community and shared ideas about how to address challenges into the future. The result was a community-led blueprint for Greater Geelong that has guided the work of vision partners over the last four years.

In January 2021, we went back to our community and asked them whether the vision was still relevant – particularly in a post-COVID world. Using surveys, stakeholder submissions and deliberative engagement, we asked about gaps and opportunities in the current vision to help refine us our approach.



My vision for Greater Geelong is a region where the community is consulted and council make decisions based on the results. I'd like to see individuality, creativity and uniqueness encouraged within our community so that regardless of religious, cultural or social background, everyone is treated fairly and seen as having a vital role in our future. – Sarah Afshar



Overall, the feedback was that the existing clever and creative vision was still a good fit for our community, but there were some areas that needed more focus. These included:

- diversity and inclusion
- recognition of the Wadawurrung Traditional Owners
- safety
- accessibility and affordability of health services
- mental health
- environmental sustainability
- education opportunities
- helping the local economy adapt to change
- community connection
- affordable housing.

We've done our best to address these points in this second edition of the vision. To keep the vision relevant in a rapidly changing world, we anticipate we'll revisit it again in 2023.

CLEVER and CREATIVE

THE COMMUNITY'S VIEW OF OUR REGION'S CLEVER AND CREATIVE FUTURE

- Has business diversity that inspires a broad range of education and employment opportunities
- Attracts start-ups, innovative businesses and a can-do attitude
- Uses a variety of affordable technologies to provide universal digital access
- Makes travel between suburbs easier through a network of pedestrian and cycle paths
- Excites local and international visitors who are interested in events, festivals, landscapes and food
- Is designed to create an active street culture and vibrant public spaces
- Has a strong sense of community and uplifts its vulnerable community members
- Is designed around people and makes the best use of technology and sustainable living
- Is devoted to research and encourages economically viable, environmentally sound and socially responsible solutions to its challenges



- Has a global outlook and is connected to the world by technology
- Recognises the uniqueness and significance of its natural environments

FOUNDATIONS FOR A CLEVER AND CREATIVE CITY-REGION

A SNAPSHOT OF GREATER GEELONG'S EXISTING STRENGTHS

ECONOMIC ASSETS

- Proximity to Western Victoria and Melbourne provides two-way access to markets and investment
- Established business associations, community groups and networks
- An emerging cluster of start-ups
- Capabilities in advanced manufacturing, industrial design and technology
- Scientific facilities and expertise in health and infectious diseases
- A growing population
- Strong leadership in education, healthcare, social insurance and social investment sectors
- Regional food production and agribusiness
- Exciting destinations that attract local and international visitors

INFRASTRUCTURE

- A diverse range of education facilities
- Port, rail, airport and freight infrastructure
- Available commercial and industrial land
- Established sporting and cultural infrastructure
- A variety of relatively affordable housing options
- Established cultural and arts facilities

NATURAL ASSETS

- A diverse and unique natural environment
- Networks of open space, reserves and parks
- Spectacular rural and coastal landscapes
- Internationally significant natural areas
- The city's location in relation to the bay and northerly aspect

CLEVER and CREATIVE

PEOPLE STRENGTHS

- A strong sense of community
- A diverse range of local community activities
- Resilient residents committed to the future of Greater Geelong
- A history of inventors, creators and innovation
- Contributions to arts and culture
- A broad range of creative industries
- Community service organisations supporting vulnerable residents

SHORT-TERM PRIORITIES

- High-speed digital infrastructure
- Student and research precincts
- Vibrant public spaces
- Support for start-up initiatives
- Facilities to attract world-class events
- Collaborations addressing social and economic vulnerability
- United leadership and a global outlook



COMMUNITY ASPIRATIONS

This document is a guide for future councils, all levels of government, community organisations, businesses and anyone wanting to make a genuine contribution to our city-region.

At its heart are a series of aspirations developed by the community that are focused on our region's economy and employment, the environment, arts and culture, transport connections, tourism, efficient and equitable digital access, and good governance.

For a city-region to be successful, it must be connected, prosperous, creative, sustainable and resilient, and designed for people. The community's aspirations support these elements helping us become a clever and creative city-region.



CLEVER and CREATIVE



SUCCESSFUL COMMUNITY ELEMENTS



COMMUNITY ASPIRATIONS





A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES

The Greater Geelong community values:

- business diversity, education and employment opportunities for all
- thriving local economy
- people who are willing to create new and diverse business opportunities
- working hard, diligence and personal motivation
- training, research and education institutions that support economic participation and catering for all skill levels.

Success will be achieved by:

- supporting local business resilience and recovery from the impacts of COVID-19
- urban and residential infrastructure to support economic growth, employment and lifestyle
- an open-minded approach and a willingness to take risks
- partnerships between educators and industry to ensure business skill needs are addressed, and people can adapt and learn
- a highly skilled and diverse workforce, which will be a competitive advantage for local business
- well-connected and diverse businesses that grow the local economy
- spaces and support for start-ups to interact and network.

The measures of success are:

- the number of school leavers engaged in work or post-school study is higher than the Victorian average
- an increase in the amount of wealth generated by businesses, organisations and individuals working in the municipality
- Greater Geelong's workforce participation rate is higher than the Victorian average
- an increase in the diversity of businesses.



MOST STRONGLY SUPPORTS PROSPERITY



A LEADER IN DEVELOPING AND ADOPTING TECHNOLOGY



The Greater Geelong community values:

- opportunities enabled by technology
- internet availability and speed
- assistive technology seamlessly embedded into the environment
- environmentally sustainable technology.

Success will be achieved by:

- a variety of affordable and accessible technologies providing digital access to information on demand
- attracting innovative and high-technology businesses
- a community and workforce with the capacity to use digital technology
- training in future digital jobs
- assistive technologies embedded into infrastructure
- free connectivity throughout public places
- growth in smart home automation.



The measures of success are:

- a Digital Inclusive Index score (Access, Affordability and Digital Ability) greater than 70.

MOST STRONGLY SUPPORTS CONNECTED

CREATIVITY DRIVES CULTURE

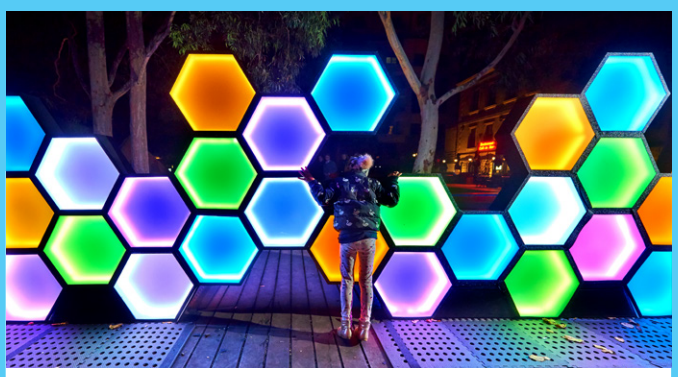


Success will be achieved by:

- investment in a diverse range of local community festivals and events
- development of creative industries and a culture of creative design thinking
- attracting creatively oriented and artistic industries to the region
- creative re-use of heritage assets
- proactively celebrating and promoting our Wadawurrung culture.

The Greater Geelong community values:

- the contribution of the arts to community vibrancy, diversity, and inclusiveness
- spaces that support and celebrate local artists through public exhibitions
- modern facilities that allow the region to host world-class events
- start-ups and innovation
- involvement with local art, music, heritage, contemporary culture and Wadawarrung culture
- preserving our heritage and encouraging creative design.



The measures of success are:

- increase the percentage of the workforce employed in creative industries
- Greater Geelong rated in the top 200 of the Global Innovation Cities index.

MOST STRONGLY SUPPORTS CREATIVITY



A FAST, RELIABLE AND CONNECTED TRANSPORT NETWORK



The Greater Geelong community values:

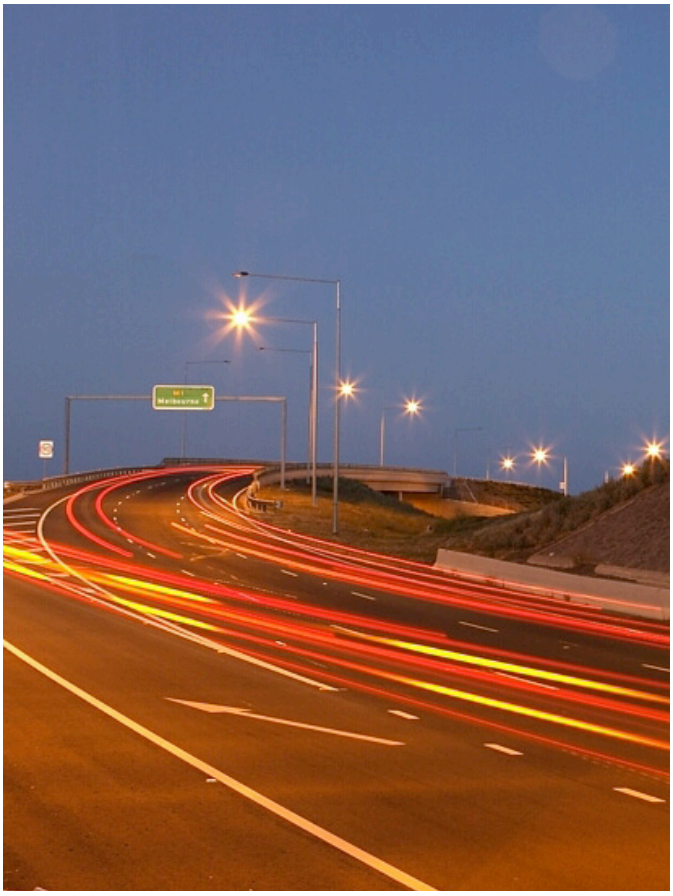
- sustainable, connected and networked walking, cycling and public transport services that allow all abilities access into and across the city-region
- fast access to Melbourne and other parts of Victoria.

The measures of success are:

- being able to travel to Melbourne from Geelong within 30 minutes, and from the Bellarine Peninsula within 65 minutes, utilising a variety of travel options
- an international freight terminal and passenger airport within the city-region, connecting Greater Geelong to all Australian state capitals and Asia
- an increase in the percentage of residences with proximate (400m) access to regular public transport
- an increase in journeys to work made by public transport, walking or cycling.

Success will be achieved by:

- a pedestrian and cycling network that covers the whole municipality
- accessible transport options connecting people within the city-region
- development of Greater Geelong as Victoria's major logistics and freight centre
- diversion of road traffic around urban centres
- cycling becoming a credible and safe on-road commuter option.



MOST STRONGLY SUPPORTS CONNECTED





A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS



The Greater Geelong community values:

- the city-region's potential to be a destination that attracts local and international visitors
- sharing and promoting Greater Geelong's unique location and natural assets.

The measures of success are:

- the total number of visitors to the city-region increases by 2.1 per cent per annum
- expenditure by visitors to the city-region increases by 3.8 per cent per annum
- international overnight visitors grow at a rate of 4.9 per cent per annum
- domestic overnight visitors grow at a rate of 1.9 per cent per annum
- tourism employment increases 1.6 per cent per annum.

Success will be achieved by:

- a diverse range of accommodation options for visitors
- a locally-based international airport
- capacity for large ships to dock in Corio Bay
- the ability to host large conventions
- securing world-class events and entertainment.



MOST STRONGLY SUPPORTS PROSPERITY


PISTOL PETES
FOOD N BLUES
GEELONG CELLAR DOOR
GEELONG CELLAR DOOR
GEELONG

PEOPLE FEEL SAFE WHEREVER THEY ARE

The Greater Geelong community values:

- clean, safe and accessible public spaces for everyone
- feeling safe on the streets day and night
- safety and support for people experiencing family violence
- minimising the community impacts of alcohol and drug use
- resourced and responsive emergency services.



The measures of success are:

- 95 per cent of residents agree that they feel safe in the area where they live
- crime statistics are 20 per cent below the state average
- a decrease in the number of reported incidents of family violence across Greater Geelong.



Success will be achieved by:

- an active street culture involving student and café precincts
- urban design that encourages activity and comfortable open public areas in all seasons
- clean streets and public open spaces
- early intervention programs that promote positive community attitudes and interactions
- establishing security infrastructure.

MOST STRONGLY SUPPORTS DESIGNED FOR PEOPLE

AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY

The Greater Geelong community values:

- access to quality, affordable health care including mental health services and specialists
- access to affordable and social housing
- a strong sense of community connection
- a diverse and inclusive community
- support for vulnerable community members
- access to quality education and employment opportunities for all.

Success will be achieved by:

- young people connected to local decision-making
- public areas and local services that are accessible to all levels of ability
- a variety of affordable options for people to rent or buy a home
- support for the most vulnerable community members
- local participation opportunities that encourage and enable a diverse and inclusive city-region
- equity in the provision of community infrastructure
- support for Wadawurrung leaders to ensure their connections to the city-region are maintained, and their connection to the community is strengthened.

The measures of success are:

- no Greater Geelong postcodes in the bottom 20 per cent of the Socio-Economic Indexes for Areas (SEIFA)
- workforce participation in the most vulnerable suburbs is higher than the state average across all age groups
- an increase in the proportion of adults who agree that multiculturalism makes life better in their suburb
- an increase in the proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group)
- an increase in the percentage of residents reporting their health and wellbeing as very good or excellent
- a decrease in the proportion of adults experiencing high or very high psychological distress.



MOST STRONGLY SUPPORTS DESIGNED FOR PEOPLE



SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT

The Greater Geelong community values:

- green spaces and corridors, including farmland and recreational space, between urban areas
- easy access to open space and parkland near homes
- the uniqueness and significance of natural bushland, coastlines, wetlands, rivers and beaches
- sustainable development that pro-actively addresses climate change
- design that makes best use of technology for better and more sustainable living
- development that enhances the identity of diverse neighbourhoods
- design excellence and innovation in new buildings and public spaces
- creating high amenity neighbourhoods that are well-connected and sustainable.



Success will be achieved by:

- revitalisation of Central Geelong
- meeting the housing needs for projected population growth and future households
- renewal of underutilised urban areas and buildings
- preserving, enhancing and growing our natural areas
- creation of urban forests throughout streets and parks
- new models of higher density sustainable living with access to public green space.

The measures of success are:

- suburban tree canopy is greater than 25 per cent
- an increase in the quantity of protected natural habitat
- in urban areas, 95 per cent of dwellings are within 400 metres of public open space
- no net loss of open space by suburb
- 10,000 people living in Central Geelong
- 50 per cent of new housing construction to be conducted within existing urban areas.

MOST STRONGLY SUPPORTS SUSTAINABILITY





DEVELOPMENT AND IMPLEMENTATION OF SUSTAINABLE SOLUTIONS



Success will be achieved by:

- investment in renewable energy industries and research
- plan and deliver a reduction of carbon emissions
- community education about the local impacts of climate change
- assist new and existing business to adapt to clean technology
- identify new best-practice standards for water efficiency and management
- moving to a zero-waste community
- encourage economically viable, environmentally sound and socially responsible business practices.

The Greater Geelong community values:

- economically healthy and environmentally responsible businesses
- clean energy solutions
- attracting renewable energy industries to the region
- easy access to recycling
- pro-active, innovative and immediate responses to climate change
- the community adopting sustainable practices.



The measures of success are:

- performing better than the Victorian average in solid and green waste diverted from landfill
- Greater Geelong being a carbon neutral city-region
- 20 per cent of all water used in the municipality is sourced from alternative sources.

MOST STRONGLY SUPPORTS SUSTAINABILITY

THE JOURNEY TO A CLEVER AND CREATIVE FUTURE

Understanding how the community would like Greater Geelong to evolve over the next 30 years gives decision makers the flexibility to respond to shifts in technology, demographics, the economy and climate change.

During the two stages of *Our Future* engagement between September 2016 and May 2017, over 16,000 community members had their say about their aspirations for the region and how it should evolve during the next 30 years. This involved 162 workshops, event appearances, community meetings and school visits.

At the *Our Future* Assembly on Saturday 6 May 2017, 350 people discussed, debated, deliberated and decided on a community-led vision for Greater Geelong's future.

They decided Greater Geelong should be internationally recognised as a clever and creative city-region that is forward looking, enterprising and adaptive, and cares for its people and environment.

In 2021, we carried out further community engagement to refine the vision and make sure it remained in line with community needs.

For more information about how the vision was developed, visit www.geelongaustralia.com.au/clevercreative



HOW WILL THIS VISION BE USED TO DELIVER OUTCOMES?

Greater Geelong: A Clever and Creative Future is a community-generated guide for Greater Geelong as it plans its next 30 years.

The breadth and depth of the consultation process means that it is representative of the Greater Geelong community's views and preferences.

The vision will remain a key resource for Council, all levels of government, organisations, businesses and anyone wanting to make a genuine contribution to the future of Greater Geelong.



THANKING OUR PARTNERS

The City of Greater Geelong thanks the following partners who have continued to provide invaluable advice and guidance in developing and implementing the community-led vision.

- Avalon Airport
- Barwon Health
- Barwon Regional Partnerships
- Committee for Geelong
- Deakin University
- Department of Environment, Land, Water and Planning
- Geelong Arts Centre
- Geelong Chamber of Commerce
- Geelong Manufacturing Council
- Geelong Sustainability
- Give Where You Live
- G21 Geelong Region Alliance
- The Gordon
- Tourism Greater Geelong and the Bellarine
- Wadawurrung Traditional Owners Aboriginal Corporation.

We would also like to thank the many other individuals, organisations and schools that helped shape the original vision in 2017, including:

- Tim Orton and Nous Group, who donated an immense amount of time and expertise to the delivery of the Our Future Assembly
- Bernie Kruger for his invaluable guidance in data science and analysis
- the 100 City of Greater Geelong employees who volunteered their time and expertise to the process.

Finally, and most importantly, we remain indebted to the 16,000 Greater Geelong people who contributed their ideas and enthusiasm in 2017 and 2021 and help put us on our clever and creative path.



MEASURES OF SUCCESS

MEASURE	SOURCE
The number of school leavers engaged in work or post-school study is higher than the Victorian average	Census of Population and Housing, Australian Bureau of Statistics
An increase in the amount of wealth generated by businesses, organisations and individuals working in the municipality	National Institute of Economic and Industry Research (NEIR)
Greater Geelong's workforce participation rate is higher than the Victorian average	Census of Population and Housing, Australian Bureau of Statistics
An increase in the diversity of businesses	This will be achieved through a Business Diversity Index to be developed
A Digital Inclusive Index score greater than 70	The Australian Digital Inclusion Index Report, Roy Morgan Research, Swinburne Institute for Social Research Centre for Social Impact (Swinburne), Telstra
Increasing the percentage of the workforce employed in creative industries	Census of Population and Housing, Australian Bureau of Statistics
Greater Geelong rated in the top 200 of the Global Innovation Cities index	Innovation™ Cities Index, 2thinknow
Being able to travel to Melbourne from Geelong within 30 minutes, and from the Bellarine Peninsula within 65 minutes, utilising a variety of travel options	To be determined
An international freight terminal and passenger airport within the city-region, connecting Greater Geelong to all Australian state capitals and Asia	To be determined
An increase in the percentage of residences with proximate (400m) access to regular public transport	To be determined
An increase in journeys to work made by public transport, walking or cycling	Journey to Work, Australian Bureau of Statistics
The total number of visitors to the city-region increases by 2.1 per cent per annum	Tourism Greater Geelong and the Bellarine
Expenditure by visitors to the city-region increases by 3.8 per cent per annum	Tourism Greater Geelong and the Bellarine
International overnight visitors grow at a rate of 4.9 per cent per annum	Tourism Greater Geelong and the Bellarine
Domestic overnight visitors grow at a rate of 1.9 per cent per annum	Tourism Greater Geelong and the Bellarine
Tourism employment increases 1.6 per cent per annum	Tourism Greater Geelong and the Bellarine
95 per cent of residents agree that they feel safe in the area where they live	Geelong Preventative Health Survey, City of Greater Geelong
Crime statistics are 20 per cent below the state average	Victoria Police Crime Statistics, Crime Statistics Agency
A decrease in the number of reported incidents of family violence across Greater Geelong	Victoria Police Crime Statistics, Crime Statistics Agency
No Greater Geelong postcodes in the bottom 20 per cent of the Socio-Economic Indexes for Areas (SEIFA)	Census of Population and Housing, Australian Bureau of Statistics
Workforce participation in the most vulnerable suburbs is higher than the state average across all age groups	Census of Population and Housing, Australian Bureau of Statistics
An increase in the proportion of adults who agree that multiculturalism makes life better in their suburb	Geelong Preventative Health Survey, City of Greater Geelong
An increase proportion of adults that are a member of an organised group (sports, religious, school, professional, community or action group)	Geelong Preventative Health Survey, City of Greater Geelong
An increase in the percentage of residents reporting their health and wellbeing as very good or excellent	Geelong Preventative Health Survey, City of Greater Geelong
A decrease in the proportion of adults experiencing high or very high psychological distress	Geelong Preventative Health Survey, City of Greater Geelong
Suburban tree canopy is greater than 25 per cent	Urban Tree Strategy, City of Greater Geelong
An increase in the quantity of protected natural habitat	City of Greater Geelong
In urban areas, 95 per cent of dwellings are within 400m of public open space	City of Greater Geelong
No net loss of open space by suburb	City of Greater Geelong
10,000 people living in Central Geelong	Census of Population and Housing, Australian Bureau of Statistics
50 per cent of new housing construction to be conducted within existing urban areas	Settlement Strategy, City of Greater Geelong
Performing better than the Victorian average in solid and green waste diverted from landfill	Victorian Local Government Annual Waste Services Report, Sustainability Victoria
Greater Geelong being a carbon neutral city-region	To be determined
20 per cent of all water used in the municipality is sourced from alternative sources	To be determined

CITY OF GREATER GEELONG

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CUSTOMER SERVICE CENTRE

100 Brougham Street
Geelong VIC 3220
8.00am – 5.00pm

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CITY OF GREATER GEELONG

8. COUNCIL PLAN QUARTERLY REPORT – MARCH 2021

Source: **Strategy, People & Performance – Strategy & Performance**
Director: **Kaarina Phyland**

Purpose

1. To present the Council Plan Quarterly Report – March 2021 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 identifies the objectives 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. The City reports on 124 initiatives within *Council Plan 2018–2022, Update 2020–21*.
   3.1 Achievements this quarter include:
      3.1.1 Design and implement the Mental Health Action Plan to promote positive mental health outcomes;
      3.1.2 Develop a social infrastructure report for the Armstrong Creek Town Centre Master Plan;
      3.1.3 Increase the volume of materials processed at the Green Organics Composting Facility; and
      3.1.4 Develop a strategic plan for the Smart City program, which uses technology and data to improve the lives of people in the community.
   3.2 The four 'off-track' initiatives are:
      3.2.1 Develop the Innovate Reconciliation Action Plan 2021;
      3.2.2 Review the recommendations of the Livestock and Information Exchange Feasibility Study with the Rural and Peri Urban Advisory Committee and provide recommendations to Council;
      3.2.3 Provide new Wi-Fi points at various locations across the municipality; and
      3.2.4 Install enhanced broadband for Bellarine community facilities and schools in partnership with Deakin University and AARNet.
4. At the end of March 2021, 101 initiatives were 'on track', ten were 'complete', three were 'not started', three were 'needs improvement', three were 'off track COVID-19' and four were 'off track'.

Cr Grzybek moved, Cr Nelson seconded -

5. That Council endorse the Council Plan Quarterly Report – March 2021.

Cr Murrihy left the meeting room at 8.56pm
Cr Murrihy re-entered the meeting room at 8.57pm

Carried.

Attachment 1

Financial Implications

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

Community Engagement

2. The Council Plan Quarterly Report was 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) 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. The Council Plan Quarterly Report documents the work that is being undertaken to improve access and inclusion for all.

Policy/Legal/Statutory Implications

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

Alignment to Council Plan

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

Conflict of Interest

6. No Council officers involved in the preparation of this report have declared a general or material interest.

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

UPDATE 2020–21

MARCH 2021

CITY OF GREATER GEELONG

Over 10 incredible days from 18–28 March 2021, over 6,000 people talked, listened, created, moved, explored and opened their minds to more than 60 events at Geelong Design Week.



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 March 2021:

- **101 'on track'**
- **Ten 'complete'**
  - *Support the establishment of an expanded Food Distribution Centre in the Geelong Region.*
  - *Design and implement the Mental Health Action Plan to promote positive mental health outcomes.*
  - *Develop a social infrastructure report for the Armstrong Creek Town Centre Master Plan.*
  - *Invest in programs and facilities to support gender equity in sport.*
  - *Improve the environmental performance of new developments using planning controls.*
  - *Increase the volume of materials processed at the Green Organics Composting Facility.*
  - *Work with VicRoads to deliver the Network Operating Plan.*
  - *Deliver the Small Business Festival to support existing and generate new small business owners.*
  - *Develop a strategic plan for the Smart City program, which uses technology and data to improve the lives of people in the community.*
  - *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.*
- **Three 'not started'**
  - *Deliver the Geelong Play Strategy to provide well located, well designed, fun and accessible play spaces.*
  - *Help to renew industrial precincts*
  - *Continue shopping centre streetscape renewal projects.*
- **Three 'needs improvement'**
  - *Work with the Australian and Victorian Governments to deliver the Biodiversity Conservation Strategy for the Northern and Western Geelong Growth Areas.*
  - *Implement the first year of the LED Street Light and Smart Remote Controller Program.*
  - *Implement the City's new risk management and reporting software solution.*
- **Three 'off-track COVID-19'**
  - *Continue to develop the Connecting Memory digital stories app and Arts and Culture Trails app.*
  - *Deliver Indigenous song writing mentorships and support the professional development of First Nations people through the Indigenous Trainee Program.*
  - *Deliver Geelong After Dark 2021.*
- **Four 'off-track'**
  - *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.*
  - *Provide new Wi-Fi points at various locations across the municipality.*
  - *Install enhanced broadband for Bellarine community facilities and schools in partnership with Deakin University and AARNet.*

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 Mar 2021	Progress comments	Status
Increase in the percentage of residents feeling safe where they live.	Every two years	54% (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 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%#	-	The results of the next Preventative Health Survey are due to be released in the 2020–21 financial year.	△
City of Greater Geelong Measures of Success	**Frequency**	**Baseline**	**Target 2022**	**YTD Mar 2021**	**Progress comments**	**Status**
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.	◆

^2022 target was increased from 57% to 60% this year
#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.	*Implement actions in the Ba-gurrk Gender Equity Framework.*	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 2020.* Our research project looking at the gender impacts of COVID-19 is currently underway, and we extended the survey time period due to the pandemic. We will provide the recommendation from our current social research project to Council in April 2021.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Support local organisations that address homelessness, substance abuse, family violence and food shortages.	*Support the establishment of an expanded Food Distribution Centre in the Geelong Region.**	We signed a capital and service funding contract with the Geelong Food Relief Centre and works on the redevelopment commenced in December 2020.	✓
	Support the work of key partner agencies to address homelessness.	We work in partnership with Neami to address homeliness across the municipality. One initiative we implemented during the pandemic is offering showers at one of our Senior Citizens Centres but with the easing of restrictions this is service is now closed. In addition, we are working with the Geelong Food Relief to assist with food shortages and provided funding for the capital extension of their complex.	
Develop a housing policy to provide a range of social and affordable housing options.	*Implement actions from the Social Housing Plan 2020–41.*	We continued the implementation of the *Social Housing Plan 2020–41*, including: • recruitment of two positions at the City • establishment of our Council's Affordable Social Housing Advisory Committee which held its inaugural meeting in February 2021. In addition, we are working with the Victorian Government to implement the *Big Housing Build* social housing program. We will present a further discussion paper regarding the procurement and governance structure for social housing to Council in April 2021.	
Improve safety in our community.	*Provide support to vulnerable members of the community and support community recovery efforts in response to COVID-19.*	We have distributed the following items to our vulnerable community members to assist them with COVID-19 restrictions: • 7,750 face masks • 250 hygiene packs (masks, gloves, disinfectant and hand sanitiser). Our help to vulnerable young people aged 12-25 was: • 150 crisis support interventions • 140 education sessions • 206 group programs • 110 drop in programs • 24 holiday programs • 6,289 meals to address youth food security. In addition, we supported and guided 351 sporting clubs and community groups to develop their COVID-safe workplans. We also conducted wellbeing calls with 210 community members and provided connections to local services.	
Provide safer public spaces.	*Partner with key agencies to respond to emerging issues and community concerns regarding safety in public spaces.*	Our grant application to fund community safety audits in several parks and public open spaces was successful. These Crime Prevention Through Environmental Design audits are underway as part of the Working for Victoria program and are due for completion by May 2021. We also submitted an additional grant application to the state government for further community safety works in Drysdale and we await the outcome of our request.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Encourage responsible pet ownership.	*Continue to implement the Domestic Animal Management Plan 2017–21.*	We implemented the following actions: • completed the July 2020 cat desexing program • installed 560 dog signs across the municipality • painted over 80 stencils on our shared paths and trails with messaging on responsible dog ownership • conducted the 'Fury Friends' pet competition to celebrate the human-animal bond • had the 'Pet Ownership in the City of Greater Geelong' brochure translated into five common culturally and linguistically diverse languages • obtained pet surrender statistics across the municipality to identify suburbs with the highest surrender rates • commenced work with our Health Promotion Officers about pets and domestic violence • redeveloped to 'Park your Pet' app to include new reserve features and profiles, dog-centric business alerts and discounts, news items and important warnings, and an updated running system with the relaunch due in January 2021 • continued to collect, record and analyse dog attack data and will use this to shape our operations to better serve the community • drafted the *Domestic Animal Management Plan 2022–25* (DAM Plan). By the end of the financial year we will also: • release the new DAM Plan for community consultation • circulate promotional materials regarding our dog parks and their intended use • investigate offering reduced registration for rescue cats • undertake a community education campaign on managing dogs in public spaces.	
Promote healthy eating and support active living.	*Deliver the Healthier Eating and Active Living Program in partnership with other agencies across the G21 region.*	We continued our work in partnership with multiple agencies to deliver the *Healthier Eating and Active Living Program.* In addition, we funded Active Geelong's website that promotes accessible and enjoyable physical activity opportunities across our municipality. We are also currently promoting the statewide This Girl Can campaign encouraging girls and women to participate in physical activity programs.	
	Design and implement the Mental Health Action Plan to promote positive mental health outcomes.	Our *Mental Health Action Plan* transitioned into six projects with a pilot trialled within the City. These projects will instruct how we contribute to the mental health and wellbeing of our community. We completed the final report and recommendations for community mental health and wellbeing, along with an action plan, resources and tools. These informed the development and implementation of prioritised health and wellbeing strategies in the draft *Our Community Plan 2021–25.*	✓

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	Create and facilitate environments for all ages and abilities to engage in regular exercise.	We delivered online exercise classes, recipes, and health and fitness tips to all members of the community while 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. We are re-inducting our employees as they return to service with the removal of most restrictions. These changes allowed us to reactivate facilities and we are near pre-COVID-19 service and program levels, with our Webstar's Swim School lessons returning in strong numbers but centre membership remaining a challenge. We are currently finalising plans for a balanced return of services including operating hours and creche services so that our facilities can operate at full capacity by the end of the financial year.	
Create healthy environments in children's settings.		We continued to protect the health and safety of children and educators throughout the COVID-19 pandemic by: • the introduction of COVID-safe workplans • temperature checking • face masks (as required) • increased vigilance to not accept ill children • continued safe and healthy early childhood environments for all children and families that accessed our services • transitioning playgroups to COVID-safe outdoor playgroups providing nature play activities for children • parenting in a new culture session relating to prevention of family violence for newly arrived immigrants • services returning to home-based visits within COVID-safe requirements • parenting programs such as the Maternal and Child Health funded 'Sleep and Settling' program.	
Work towards having the safest roads in Victoria.	*Update the Geelong Road Safety Strategy 2012–17 to reduce deaths and serious injuries on Geelong roads.*	We are developing the update to the *Geelong Road Safety Strategy 2012–17*. We engaged a consultant to finalise the new draft strategy to ensure it aligns with state and federal road safety aspirations. Our community engagement on the draft strategy will occur mid-2021.	
	Deliver the Safe Travel in Local Streets Program in South Geelong and Norlane.	Our construction on the *Safe Travel in Local Streets* program infrastructure is nearing completion. We are delivering safety improvements 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 PLANNNG

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 Mar 2021	Progress comments	Status
No net loss of public open space by suburb.	Annual	2,147.6 ha (530 sites) (Nov 2017)	Maintain	2,202.7 ha (568 sites) (Jun 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% (Jun 2020) 65% (Jun 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.	*Undertake detailed design for an outdoor pool to cater for the needs of a growing Bellarine community.*	Council endorsed Drysdale as the location for an outdoor pool in August 2020 and we undertake ongoing consultation with the North Bellarine Pool Advocacy Group. We appointed an architect and the concept design; detailed planning of the pool and costing is now complete. Our report will go to Council for consideration in April 2021.	
	Deliver the Geelong Play Strategy to provide well located, well designed, fun and accessible play spaces.	There are no planned activities to support this action in 2020–21.	Not started
	Develop an inclusive and accessible play space at Rippleside Park.	We completed community engagement on our concept plan for the play space at Rippleside Park in September 2020. There were over 2,000 responses and 46 submissions/more detailed contributions about this play space. We updated these plans and undertook further consultation with some key community stakeholders in early 2021. Our report will go to Council for consideration in April 2021.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Support the growth of localised and regional sporting facilities.	*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.*	We received funding from the Victorian Government in August 2020 for seven lighting projects across the municipality. We finalised the design phase of these project with construction works for a number of these projects already underway. The West Oval pavilion, North Geelong and the Herne Hill pavilion projects are complete and due to open in April 2021. We completed the master planning for Barwon Heads Village Park and Portarlington Recreation Reserve. Our draft masterplan for Barwon Heads will go to Council for consideration in April 2021.	
Maintain our public open space.	*Ensure planning approval and handover of new parks and reserves in growth areas and new subdivisions.*	We implemented an improved process for the handover of new parks and reserves in growth areas and subdivisions. Since 1 July 2020, we have taken ownership of 19.85 hectares of unencumbered open space across 26 sites within our new growth areas and subdivisions.	
Deliver accessible and attractive community infrastructure, based on local and municipal community need.	*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.**	The new Drysdale integrated children's centre, 'Bella Wiyn Birralee Family Centre' opened in April 2020. We worked with key stakeholders to complete and agree the concept designs for a new Barwon Heads Arts and Community Hub. We now have a planning permit and design has commenced. We finalised the scope of the co-located family hub and library in Lara and have appointed the architects to commence design. In addition, we completed our community engagement about the proposed new children's and community hub in the Jetty Road growth area in Drysdale/Clifton Springs.	
	Planning for the repurpose of the early years centre at Eversley Street, Drysdale for community use.	We completed our community engagement and are now finalising the schematic design for repurposing of the former early years centre at Eversley Street, Drysdale as a community hub. In March 2021, we started our community consultation about the draft landscape plan for the town centre (adjacent to the new library). We completed the designs for the new Drysdale Library, and these are due to go to tender in April 2021.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	Develop a social infrastructure report for the Armstrong Creek Town Centre Master Plan.	We presented key findings to the Managing Growth Committee (MCG) in August 2020 and the final report to the MCG and Executive Leadership Team in December 2020.	✓
	Review the Barwon Heads Village Park Master Plan.	We completed engagement with key stakeholders that informed a revised draft *Barwon Heads Village Park Master Plan*. We undertook further engagement on this updated draft in November 2020. We will present the draft plan to Council in April 2021 to endorse further community consultation.	■
	Endorse and commence implementation of the Social Infrastructure Planning and Investment Policy and Social Infrastructure Plan 2014–2031.	Council endorsed a new social infrastructure plan and policy in July 2020. *Our Community Places, Spaces and Services, A Social Infrastructure Plan for the City of Greater Geelong – Generation One: 2020-2023,* includes the *Social Infrastructure Planning and Investment Policy* and replaces the previous *Social Infrastructure Plan 2014–2031.* We commenced a more detailed data collection for all social infrastructure assets in December 2020. This will provide us with a better understanding of their condition and use. In addition, we developed an 'Investment Pipeline' tool that was used to identify primary projects as part of the 2021–22 budget process and strategic resource plan. Council will decide which projects are prioritised for funding and resourcing through the 2021–22 budget process.	■

* 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 Mar 2021	Progress comments	Status
Increase in the percentage of adults who definitely feel multiculturalism makes life better.	Every four years	57.4% (2014)	60%	-	The most recent Victorian Population Health Survey with Local Government Area level data occurred in 2017. Unfortunately, these questions are no longer part of this survey and therefore we are unable to provide an updated result.	
Increase in the percentage of adults attending a local community event.	Every four years	71.2% (2014)	75%	-		
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%	-		
City of Greater Geelong Measures of Success	**Frequency**	**Baseline**	**Target 2022**	**YTD Mar 2021**	**Progress comments**	**Status**
More community facilities with gender-neutral and accessible toilets or change areas.	Annual	-	Increase	7 facilities (Jun 2020) 8 facilities (Jun 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.	*Implement the Reflect Reconciliation Action Plan 2020.*	Reconciliation Australia endorsed our first ever Reconciliation Action Plan (RAP) in September 2020. Over half of the actions in the plan are under way or have been completed including: • using Wadawurrung language in the naming of the new Civic Precinct • preparation of a First Nations Heritage Grant program to fund the identification, conservation, and promotion of Aboriginal heritage places • establishing the RAP Implementation Group (RIG) in November 2020 to oversee the deliverables of the Reflect plan • increasing employee understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols • demonstrating respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols • creating a physical environment within City of Greater Geelong that is respectful, welcoming and inclusive of Aboriginal and Torres Strait Islander peoples.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	Develop the Innovate Reconciliation Action Plan 2021.	We will commence the development of the *Innovate Reconciliation Action Plan* in July 2021. It will be finalised in 2021–22 and demonstrates our ongoing commitment to reconciliation and fostering strong relationships.	
Advocate for inclusive, multicultural activities and respect for cultural diversity.	*Implement the second year of the Multicultural Action Plan 2018–2022.*	We continued to deliver the second year of the *Multicultural Action Plan* including: • promoting a new resource around equal opportunities for members of our Culturally and Linguistically Diverse (CALD) community • supporting several new programs and initiatives that foster and strengthen our relationship with our CALD community, for example a swimming program for international students. • developing resources and workshop to build capacity of our CALD community to successfully apply for Council grants.	
Support activities that improve social connections in our community.		We provided social support across the community through initiatives including: • 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 • $141,153 of COVID-19 Quick Response Community Grants for local community groups to enable COVID-safe operation during the relief and recovery period • $233,200 of Healthy and Connected Communities Grants for local community groups to provide programs or activities that support our community to be healthy and provide a sense of well-being and connection • $129,800 of Neighbourhood House Grants to assist DHHS funded and approved Neighbourhood houses in the City of Greater Geelong to provide opportunities that benefit the wider Geelong community • conducting an employment pathways information session to engage young people from Corio/Norlane with the John Holland project at Lara in October 2020 • 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 • approval of 439 COVID-safe workplan approvals to support sporting clubs and community groups to reactivate programs and services • providing 680 programs aimed at improving social and community connections for young people, with over 8,400 attendees.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Promote gender equity and diversity in our sporting and leisure facilities, and programs.	*Invest in programs and facilities to support gender equity in sport.**	We launched the This Girl Can – Victoria campaign by providing a seminar on 17 November 2020, as part of the Sport and Recreation Development series. We delivered this free seminar in partnership with several agencies. We shared resources and key messages from this VicHealth initiative, including hosting online events throughout November 2020 to encourage and support female participation in sport and physical activity.	✓
Facilitate employment programs for the communities that need it most, including young people.	*Address social and economic development through the Vital Communities Program which improves social inclusion and workforce participation for local communities.*	We made progress in the *Vital Communities* program, particularly around the theme of job readiness and employment. We undertook research exploring reasons for social disadvantage and the impacts of the pandemic on our community. We had to postpone our targeted community engagement until March 2021 due to due to COVID-19 restrictions. This consultation was for members to explore employment opportunities with major contractors who are commissioning projects in the City of Greater Geelong. We will report our recommendations from this program, research and engagement to Council in May 2021.	■
Improve access to facilities and programs for people of all abilities.	*Continue to implement the Access and Inclusion Plan 2018–22.*	We engaged with community members, stakeholders, students and artists through the MY STORY Project. This initiative 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. We showcased these stories in the MY STORY Project: Complication Film online exhibition from 23 November 2020. Eight new members were appointed to the Access and Inclusion Advisory Committee. We provided induction to all committee members and employees who participate in the committee. We are currently preparing a status report which will identify actions completed as part of the *Access and Inclusion Action Plan 2018–22* in preparation for the revision of the plan in 2022. This report will identify any outstanding goals and measures we should prioritise for the next 12 months and we will present it to the Access and Inclusion Advisory Committee.	■

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Recognise our returned service men and women.	*Establish new and upgrade existing memorials and recognitions in Anakie and Norlane to honour returned service men and women.*	We continued work on digitisation and cataloguing of Geelong Maritime Museum, including some significant naval objects and stories. We also meet with representatives of Office of Naval Heritage to discuss the Maritime Museum and possible future collaborations. We undertook routine cleaning and maintenance across our memorial collection with all war memorials cleaned prior to Remembrance Day on 11 November 2020. We developed concept designs for the new Malaya Borneo Memorial in St. Helens Park and consultation with the veteran community is progressing. We have detailed designs for this memorial with completion due by April 2021. We had discussions with the RSL to determine the delivery of ANZAC commemoration activities in a COVID safe manner.	
Further develop programs that support older people and young people in our community.	*Develop and launch the Positive Ageing Strategy.*	We postponed community engagement about the *Positive Ageing Strategy* due to COVID-19 restrictions. We re-engaged with key stakeholders and our community in workshops to inform this strategy in February 2021. We will present a draft *Positive Ageing Strategy* to Council in May 2021, prior to further community engagement.	

* 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 Mar 2021	Progress comments	Status
More protected natural habitat that we manage.	Annual	898.712 ha (Dec 2018)	Increase	1,275.703 ha (Jun 2020) 1,275.471 ha (Jun 2019)	We have increased the natural habitat that we manage by 376.991 hectares since December 2018.	
15 years of residential land supply planned.	Annual	14+ years (Jan 2017)	Maintain	26 years (Oct 2019) 26 years (Jun 2019)	There are a range of development fronts and housing choices for new and existing residents to meet their diverse housing needs.	
Increase in the percentage of new housing construction conducted within existing urban areas.	Annual	37.8% (Dec 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.	
All new large, City-owned buildings rated 5-star 'Green Star'.	Annual	-	100%	100% (2019–20) 100% (2018–19)	The Bella Wiyn Birralee Family Centre, Korayn Birralee Family Centre and Highton Early Learning Centre all met these standards in 2019–20.	
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.	
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.	*Implement the City's Settlement Strategy, a plan to meet Geelong's housing needs through to 2036.*	Council adopted amendment C395 in August 2020 to implement the Settlement Strategy. The Minister for Planning approved this amendment and we currently await Gazettal.	
Facilitate opportunities for infill residential development.	*Work with the Victorian Government to deliver an updated planning framework for Central Geelong.*	We continue to support several initiatives including: • providing ongoing design advice for infill development applications (pre-app and referrals), including participating in Victorian Design Review Panels for major developments • 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. We are also working on: • exploring the development of a Geelong Design Initiative to improve architectural and urban design quality • a new policy for public realm design guidance to support 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 • completion of *South Geelong Urban Design Framework* and *Pakington Street Urban Design Framework.*	
	Unlock barriers to investment in key development areas, urban renewal areas and station precincts.	We completed our community engagement for the draft *South Geelong Urban Design Framework* outlining a framework plan, design concepts and design principles for the South Geelong Station Hub and Moorabool Street. This feedback will help us refine the draft plan before submission to Council for consideration by mid-2021. We continue to review the plans for Pakington Street Geelong West and Gordon Avenue and the Geelong Saleyards Precinct following community engagement last year.	
Continue to develop urban growth areas across the region.	*Continue to progress delivery of the Armstrong Creek Urban Growth Area.*	Council adopted amendment C410 in December 2020 which will apply a public acquisition overlay in the Armstrong Creek growth area. We expect gazettal of the amendment in April 2021. Once this has occurred the land acquisition program can start. This will allow for the timely rollout for long-planned water management, transport, recreation and public open space projects.	
	Work with the Victorian Government to deliver the Geelong Growth Areas Transport Infrastructure Strategy.	We are working with Department of Transport and Victorian Planning Authority to prepare the scenarios that will be tested to inform this strategy following the completion of initial modelling of the transport network. In addition, we completed engagement with landowners and developers in mid-March 2021 as part of this strategy development.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	Work with Victorian Government and Barwon Water to deliver the Integrated Water Management Strategy for the Northern and Western Geelong Growth Areas.	We will complete a draft *Integrated Water Management Strategy* this year to inform the next phase of planning for the Northern and Western Growth Areas precinct structure plans. We are working with Barwon Water and consultants to finalise this strategy.	
	Commence a precinct structure plan in each of the Northern and Western Geelong Growth Areas.	We are undertaking the technical work to inform the precinct structure plans. As part of this program, we are undertaking ongoing consultation with landowners and developers.	
Manage the impact of development on the character of our townships.	*Work with the Victorian Government to conserve the Bellarine Peninsula as a distinctive landscape area.*	We continue 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.	
	Progress the Heritage Strategy 2017–2021 in partnership with the Heritage Advisory Committee and related cultural strategies.	Our *Heritage Strategy 2017–2021* compromises 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 *Arts and Culture Strategy* and Council endorsed the *Tree Management Policy* in September 2020.	
	*Prepare, review and update strategic plans for townships, precincts and places.**	We continue to review the community engagement submissions on the *Saleyards Precinct Plan* and *South Geelong Urban Design Framework* that are due for consideration by Council in 2021.	
Preserve nature reserves, rural and coastal environments.	*Work with the Australian and Victorian Governments to deliver the Biodiversity Conservation Strategy for the Northern and Western Geelong Growth Areas.*	We completed the field work to survey for spiny rice flower, striped legless lizard and golden sun moth. We continue to work with the Department of Agriculture, Water and the Environment and Department of Environment, Land, Water and Planning to deliver the *Biodiversity Conservation Strategy.*	
	Review the recommendations of the Livestock and Information Exchange Feasibility Study with the Rural and Peri Urban Advisory Committee and provide recommendations to Council.	We have not finalised the Livestock and Information Exchange Feasibility Study and therefore there are no recommendations to review at present. We will release a list of options for community feedback on the 'Have Your Say' page on our website for community feedback by mid-2021. This list responds to the needs identified in a survey of rural landholders across Greater Geelong, Surf Coast and Golden Plains.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
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.	✓

* Major Initiative

LINKS TO THE CLEVER CREATIVE VISION



SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT

EFFECTIVE ENVIRONMENTAL MANAGMENT

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 Measures of Success	Frequency	Baseline	Target 2022	YTD Mar 2021	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 tCO2-e (2014–15)	50% reduction	19,990^ tCO2-e (2019–20) 22,633 tCO2-e (2018–19)	Despite an increase in building stock, there has been a 13.6^ 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.	

^The methodology used to collect this information recently changed which has allowed us to provide an updated 2019–20 data set to that previously reported

City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Mar 2021	Progress comments	Status
Increased suburban tree canopy.	Every five years[#]	14% (Jun 2017)	16%	14% (Nov 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.	

[#]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.	*Implement the Environment Strategy 2020–30.*	We switched our small Council buildings over to green power in July 2020 with large buildings switched to green power on 1 January 2021. We also commenced planning and approvals for additional solar panels at Leisurelink Aquatic and Recreation Centre. In addition, we partnered with Geelong Sustainability to deliver Sustainable House Day online due to COVID-19 restrictions. We have also established new corporate carbon emissions targets of: • all City-managed operations to be carbon neutral by 2025 • 100 per cent renewable electricity supply used for all City owned and operated buildings and streetlights by 2025.	
Educate and assist our community to act on climate change, by reducing waste, emissions and water usage.	*Enhance our waste management by implementing the Waste and Resource Recovery Strategy 2020–2030.*	We continued our community education activities including: • commencing distribution of recycling guide fridge magnets • distribution of the ReThink Your Rubbish newsletter • 'Keep your recycling loose' advertising campaign • the kerbside bin inspection program. In addition, we partnered with Geelong Sustainability and Transition Streets Geelong to apply for state government grants to provide community education and advice.	
	*Continue the hard waste collection service trial.**	Our hard waste collection service increased to reach the near capacity rate of 500 to 600 collections per week following an extensive advertising campaign and expansion of the service to include mattresses.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	In partnership with key stakeholders implement the Victorian Government Recycling Victoria Policy.	In consultation with the Victorian Government, we prepared a kerbside waste services transition plan for a move to a four-bin or equivalent waste service to meet their new circular economy policy requirements. 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. We also partnered with Barwon Water, G21 councils and Wyndham City Council to investigate options for organic waste recycling. We expect to trial a new household food organics collection in late 2021. In March 2021, we lodged grant applications valued at over $1.1 million to upgrade our community waste infrastructure, including transfer stations and community drop off hubs.	
	Implement the Stormwater Services Strategy 2020–30.	Council endorsed our *Stormwater Services Strategy 2020–30* in June 2020. As part of this 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*. In addition, we have awarded the flood management studies for Hovells Creek and Cowies Creek catchments to inform growth area planning and future improvement projects in these areas. Our community engagement in Clifton Springs/Drysdale and Rippleside on draft catchment management strategies is underway. We are also consulting the Ocean Grove community to understand their stormwater issues to inform the future management strategy for the catchment.	
	Generate community awareness and support community initiatives that enhance and protect our local environment.	We funded the Nature Stewards program run by Outdoors Victoria in Geelong. The 10-week program began on 19 September 2020 and educated people with an interest in the environment and encouraged them to become volunteers and advocates. Greater Geelong is the first Victorian regional municipality to offer the program. We also resumed some on-ground conservation activities with community groups following the easing of COVID restrictions.	
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 recently applied recycled glass in asphalt on Christies Road and Walkers Road, Leopold. In addition, we plan to trial new asphalt with recycled glass, plastic and crumb rubber content on Minerva Road and Finchaven Street, Herne Hill. We are also exploring the use of local recycled glass product to be used in asphalt.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Progressively change standard street lights to LED lights, to help reduce carbon emissions.		In March 2021, we commenced a multi-year implementation to replace approximately 15,000 residential street lights with LED luminaires. These LED luminaires, including new smart PE cells, are about 85 per cent more energy efficient than the existing mercury vapour lights. They will provide higher quality and better directed lighting, with a greater spread across and along the street. The inclusion of smart control technology will enable remote adjustment of the lighting output and deliver improvements to road safety, public amenity and asset management. This rollout is the first stage of an overall project that will convert all Greater Geelong's 25,000-plus street lights to LED.	
Construct a green organics facility.	*Increase the volume of materials processed at the Green Organics Composting Facility.*	We can process an additional 25,000 tonnes of material each year at our garden organics processing site due to completed improvements, including: • better site irrigation • enhanced product flow • construction of a stockpiling and maturation area.	✓
Commence Drysdale landfill rehabilitation.		We prepared the draft *Drysdale Landfill Rehabilitation Plan* following engagement with members of the Drysdale Landfill Community Consultation Group. The plan provides an outline of key features and functions of the site post closure and will guide rehabilitation works. Our draft plan will be presented to Council in May 2021 seeking endorsement to publicly exhibit it.	
Plant more trees to green and cool our urban areas.	*Continue to implement the Urban Forest Strategy 2015–2025.*	We completed the following actions as part of our implementation of the *Urban Forest Strategy 2015–2025*: • planted 1,375 trees in streets and parks, with the next planting of 1,815 trees in streets and parks scheduled for planting from April to June 2021 • created an avenue of trees in Rossack Drive, Grovedale • partnered with Friends of Rippleside Park and Environs Inc. to plant a canopy trees in St Helens Reserve, Rippleside. In addition, Council endorsed our *Tree Management Policy* 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.	
Reduce single-use plastic across the region.	*Introduce the Wastewise Policy to reduce waste at City events.*	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 us to progressively phase out the use of these products from all council operations and council managed events. There was some impact on the progress of this initiative due to our response to COVID-19. We will amend event permit guidelines and approval processes to guide event organisers in the elimination of single-use plastics from public events held on council land or in council facilities.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Manage pests, plants and animals more effectively.		We have ongoing pest plant and animal control works underway across 1,300 hectares of reserves and rural roadsides. We engaged our community on the draft *Rabbit Control Plan 2020–24* during July and August 2020. The plan outlines how we will control rabbits on City-managed land, while supporting the wider community to reduce rabbit impacts more broadly. We are currently reviewing feedback to inform the final plan. In addition, we are about to start our annual rabbit baiting control program across the City's reserves.	
Deliver biodiversity conservation programs.		We completed our community engagement on the draft 20-year masterplan for the Sparrovale Wetlands. We will post the final community consultation report on the 'Have Your Say' page on our website shortly. We will provide the *Sparrovale Master Plan* and associated 10-year implementation plan to Council in July 2021. In addition, we finished the biodiversity assessments for the Northern and Western Geelong Growth Areas in January 2021. We will develop a draft Biodiversity Conservation Strategy for these areas now that our initial community engagement is complete. We also finalised the mapping to identify the City's conservation reserves and details of what significant species and habitat exists in each reserve and incorporated this data into our corporate mapping system.	

*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 Mar 2021	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.	△
City of Greater Geelong Measures of Success	**Frequency**	**Baseline**	**Target 2022**	**YTD Mar 2021**	**Progress comments**	**Status**
Increased number of objects actively cared for within our arts and heritage collections.	Annual	11,971^ (Jun 2018)	Increase	12,475 (Jun 2020) 12,273^ (Jun 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 (Jun 2018)	Increase	157,767 (Jun 2020) 68,815 (Jun 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.	

City of Greater Geelong Measures of Success	Frequency	Baseline	Target 2022	YTD Mar 2021	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.	

^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 had been incorrectly reported in the data (baseline and June 2019) but this has now been corrected.

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.	*Identify public art and heritage opportunities across the region, including the new Civic Precinct development.*	We identified opportunities for public art commissions and integrated design opportunities as part of several initiatives including: • Potato Shed redevelopment • new Civic Precinct • Revitalising Central Geelong's *Arts and Cultural Precinct Masterplan* and *Green Spine* projects • 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 restrictions • Public arts projects at The Point, St Leonards, Lara, Anchorage and the North West growth corridor.	
	Continue to support the implementation of Armstrong Creek Public Art Strategy.	We are progressing public art opportunities within large scale residential developments including Armstrong Creek. A draft public art developer proposal is being reviewed by Council. We are in the design phase of the library for Armstrong Creek which will include public art.	
Work with the Geelong Regional Library Corporation to deliver efficient and effective services and programs.	*Endorse and implement the recommendations of the Our Heritage, Our Collections strategic report.*	We cleaned and repaired outdoor art and heritage collections that were reviewed during the *Our Heritage, Our Collections* audit. In addition, Council has approved a new position to assist in the management and care for our collections. We are also working with traditional owner and regional artist Deanne Gilson for acquisition of her work 'Yaluk, Beek, Murrup' into our art and heritage collection. We 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 featured one 'new' object or image and story each week. In addition, we completed significant cataloguing of the National Wool Museum indoor collection.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Recognise and celebrate Geelong's Aboriginal culture and history.	*Work with Wadawurrung to ensure Aboriginal culture, heritage and stories are presented.*	We partnered with Aboriginal, Torres Strait Islander and non-Indigenous organisations to deliver a program of activities to celebrate NAIDOC Week in November 2020. The program was recognised with the Indigenous Community Partnership Initiative Award as part of the Local Government Professionals 2021 Awards for Excellence. We engaged with Traditional Owners on several initiatives including: • 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 • the review of the National Wool Museum draft 30-year vision • public art commissions and integrated design opportunities for the Green Spine, Drysdale Library and project scope for Aboriginal cultural recognition in our Civic Precinct. The Aboriginal design for the Civic Precinct external façade was decided, with an emerging Traditional Owner artist supported throughout the process. In partnership with Committee of Management, we provided over 1,100 grasses and 300 other plants indigenous plants that were planted in the wetlands at the Potato Shed. NWM opened On the Land exhibition co-developed and Engaged Traditional Owner Corrina Eccles who has undertaken Cultural Awareness Training for all successful Arts Industry Commission artists as a pre-requisite to the commission.	
	Deliver Indigenous song writing mentorships and support the professional development of First Nations people through the Indigenous Trainee Program.	Our Indigenous Traineeship funded by Creative Victoria was cancelled due to COVID restrictions impacting the ability to provide a culturally safe and meaningful traineeship. The indigenous song writing mentorship was also postponed and budget reallocated to the Arts Industry Commissions program as part of the COVID-19 recovery. 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. We also facilitated an event with Songlines, Strong Brother Strong Sister and Narana to design and develop First Nation music, including support for a grant application.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Work with galleries and museums to improve our public art and heritage offering.	*Finalise and implement the Osborne Park Precinct Master Plan and business case.*	Council adopted the *Osborne House Sustainable Development Plan* in September 2020 and endorsed the expression of interest process for the redevelopment of Osborne House in February 2021. We continue to engage with the Osborne Park Association, with the final process and supporting documentation to be provided to the project control group in April 2021, prior to community engagement.	
Attract new and support existing creative industries.	*Deliver the Creative Communities Grants and establish the First Nations Heritage Grants.**	We conducted the main round of the 2020–21 Creative Communities Grants for arts projects and festivals grants. We supported 18 arts projects with a total of $135,522 and eight community festivals with a total of $66,700. In addition, two second year biennial grants received their final $6,000 allocations. An additional $150,000 was allocated for new COVID-19 Arts Culture and Heritage Recovery Grants to support those working in the arts, cultural and heritage sectors adversely impacted by COVID-19. Our next phase of the Creative Communities grants is now open, including a rapid response stream, and will be finalised before the end of May 2021. Our First Nations Heritage Grants program is currently under development and we will work with Traditional Owners on the creation of the program, which will derive 50 per cent of its funding from the $200,000 Central Geelong Heritage Grants budget.	
Deliver UNESCO City of Design creative outcomes.	*Adopt and implement the first year of the Arts and Cultural Strategy.*	We completed the first two stages of the *Arts and Cultural Strategy* engagement with more than 890 individual community and industry representatives participating in the consultation process, including online engagement, focus groups and interviews. This informed our first draft strategy which was presented to Council in March 2021. The draft *Arts and Cultural Strategy 2021-2031* is now available on the 'Have Your Say' page on our website for community feedback until early May 2021.	
	Deliver Geelong After Dark 2021.	Geelong After Dark 2021 was cancelled due to the uncertainty of COVID restrictions. We reinvested this funding into the Arts Industry Commission (AIC) program to support our region's artists and creative industries impacted by COVID restrictions. We invited artists working in the creative and cultural sector to respond to themes including: Community Health, Urban Design, Cultural Heritage, Public Experiences and Marketing/Tourism. We received 54 applications and a panel commissioned 19 projects. These projects are all underway, with most to be delivered before the end of this financial year.	
	Create a future vision plan for the National Wool Museum.	We engaged a consultant to review a draft 30-year vision and develop a UNESCO Framework. Engagement with stakeholders has commenced. The UNESCO Design Week program was held across multiple city locations with a strong focus at the NWM.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Recognise and share our heritage through storytelling.	*Continue to develop the Connecting Memory digital stories app and Arts and Culture Trails app.*	We developed a discussion paper to further inform the review of the Connecting Memory App. We will not continue development of the Arts and Culture Trails App this financial year as budget needed to be redirected to support arts COVID-19 recovery efforts.	

*Major Initiative

LINKS TO THE CLEVER CREATIVE VISION





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 Mar 2021	Progress comments	Status
Increased kilometres of bicycle, walking paths and shared paths^.	Annual	206 km bike paths 1,674 km footpaths (Jun 2018)	Increase	223 km bike paths 1,822 km footpaths (Jun 2020) 210 km bike paths 1,755 km footpaths (Jun 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.	

^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 *G21 Region Road Transport Plan 2017–2027*.		We participate in the G21 Transport Pillar and associated projects. We are developing an integrated transport plan that will provide a cohesive transport and land use planning framework for the City and inform the *G21 Integrated Transport Strategy* currently in development. We are working on several projects to support the delivery of the *G21 Region Road Transport Plan 2017–2027* within Geelong: • delivering the Strategic Cycling Corridor (Building Better Bike Connections project) • supporting Major Road Projects Victoria in review of design of Barwon Heads Road duplication • advocating to the Department of Transport for resolution and progression of heavy vehicle restrictions in Central Geelong (including upgrades to other corridors outside of Central Geelong to then support restrictions) • completing heavy vehicle routes and restrictions in Lara.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Work with VicRoads to deliver the *Network Operating Plan*.		Council rejected VicRoads proposed *Transport Network Operating Plan* for Central Geelong, instead requesting that work begin on an *Integrated Transport Plan* for Greater Geelong.	✓
Improve our road management and engagement program.	*Continue to seek input from the community on the planning and delivery of transport infrastructure.*	We continue to engage our community on a wide of road infrastructure projects. A review of the *Municipal Road Management Plan 2018–2021* is underway, with community feedback invited on the draft plan until 26 March 2021. We will present the final plan to Council for adoption by June 2021.	
	Implement planned council program of infrastructure upgrades including streets, roads and drains.	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. This project is now 80 per cent complete. In addition, we completed major drainage works in Epworth Street, Ocean Grove. This $1.66 million 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.	*Upgrade and deliver new footpaths and cycling paths and focus on linkages between paths.*	We are developing an *Integrated Transport Plan* that will provide a cohesive transport and land use planning framework for the City. We will identify and prioritise active transport modes and routes as part of this plan. In addition, we are currently evaluating the construction tender for Stage 1 of the southern link of the *Building Better Bike Connection* project, with construction planned to commence in 2021. Planning is also underway to deliver the *Shared Trails Masterplan* and we aim to deliver five links in 2020–21 and three links in 2021–22.	
	Deliver actions in the Shared Trails Masterplan.*	Council adopted the *Shared Trails Masterplan* in March 2020 and we developed project plans for each trail. Planning is underway to deliver on this masterplan and we aim to deliver five links in 2020–21 and three links in 2021–22. In addition, we are currently investigating possible suitable routes for four key links on the Bellarine Peninsula.	
Advocate to improve rail, road and sea connections for our region.	*Advocate on behalf of our residents to have access to safe, reliable and consistent transport including rail.*	We continue to work with neighbouring councils and the Department of Transport through the G21 Alliance Transport Pillar to advocate for improved transport connections, including rail. Work has also commenced scoping our *Integrated Transport Plan* which will be a key advocacy and action plan document for the region.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
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 including the completion of local road upgrades improving the safety for freight vehicle access. In addition, the routes to connect the Geelong Port to the Princes Freeway are included in the draft *Principal Freight Network* by the Department of Transport (DoT). We continue to assist the regional channel authority with the planning and provision of freight access and the future introduction of the Spirit of Tasmania to the Geelong Port. We also proposed additional access roads to Geelong Port become arterial roads in the stakeholder engagement for DoT'S update of strategic freight routes across Victoria.	
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 was non-operational for a few months due to COVID restrictions, including international and state border closures. The first interstate flights into Avalon Airport recommenced on 18 December 2020 and our domestic flights are now back at pre-COVID levels. Avalon Airport was one of a selected number of regional airports across Australia and Victoria's only included airport, in the recent federal government half-priced airfare subsidy. TGGB continue to work with state government and Avalon Airport to maximise this opportunity for our region.	
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. Part of this station's enhancement is the replacement, whilst retaining tradition, of the heritage skylights by the end of 2021.	
Deliver the *Better Bike Connections* project.	*Deliver the southern section of the Better Bike Connections program from Central Geelong to Highton.*	We completed detailed design for the southern link of the *Better Bike Connections* project. We are currently evaluating the construction tender for Stage 1 of this project with construction planned to commence in 2021.	

*Major Initiative

LINKS TO THE CLEVER CREATIVE VISION



A THRIVING AND SUSTAINABLE ECONOMY

We will capitalise on Geelong's incredible economic opportunities.

On track | Needs improvement | Off track | Off track COVID-19 | Not yet available | ✓ Complete

Municipal Measures of Success	Frequency	Baseline	Target 2022	YTD Mar 2021	Progress comments	Status
More businesses within the municipality.	Annual	17,336 businesses (Jun 2017)	Increase	18,850 businesses (Jun 2019) 17,995 businesses (Jun 2018)	Businesses increased 855 in 2019–20, and by 659 in the previous financial year.	
City of Greater Geelong Measures of Success	**Frequency**	**Baseline**	**Target 2022**	**YTD Mar 2021**	**Progress comments**	**Status**
15 years of industrial land supply planned.	Annual	21 years (Sep 2018)	Maintain	28 years (Jun 2019) 28 years (Jun 2018)	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.	*Work with the Victorian Government to deliver the Central Geelong Planning Framework Review.*	We are working with the Department of Environment Planning Water and Planning on the *Central Geelong Central Geelong Structure Plan* which will be finalised by December 2021. The draft plan will be available to the community from late April 2021 with an updated plan due for submission to the advisory committee by June 2021 to inform the planning scheme amendment.	
Work with government to deliver City Deal projects.	*Plan and prepare for the delivery of Revitalising Central Geelong projects funded through the Geelong City Deal.*	We are integrating the City Deal projects with the *Revitalising Central Geelong Action Plan.* This plan is due for update by September 2021 and will reflect the upcoming program delivery across the City. The Royal Geelong Yacht Club completed the *Safe Harbour* project in 2020 and the wave attenuator, named Wangim Walk, is open to the community. Design work for the Geelong Arts Centre is well underway with the completion of the demolition of the old Barwon Health building in Little Malop Street, Geelong and start of construction works.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Use Geelong's UNESCO City of Design designation to secure economic development projects.	*Develop and implement the UNESCO Framework Plan and continue to promote and deliver projects in support of the design designation*.*	We successfully delivered Geelong Design Week from 18 to 28 March 2021. The program featured a diverse mix of exhibitions, experiences, public art installations, open studios, performance, pop-up shops, talks, tours and workshops. In addition, CODE Souvenir, a curated catalogue of locally designed products aimed at business events, tourism, retail and corporate gift markets, launched on 18 March 2021. Our bid to host the 2021 UNESCO Cities of Design Subnetwork Meeting was successful and this virtual event will occur from 11 to 13 October 2021. We also developed draft Guiding Principles for Geelong Creative City of Design. We engaged a consultant to develop a UNESCO Framework which was initially delayed to focus on business response to COVID-19. Engagement with stakeholders has commenced.	
Attract new investments to the region.	*Coordinate the Geelong Defence Alliance to support Hanwha's Land400 Phase 3 bid to create an elite defence production facility in Geelong.*	In partnership with Regional Development Victoria, we continue to support Hanwha Defence Australia with their plans to establish a manufacturing base in Geelong. They are shortlisted as a preferred supplier to manufacture self-propelled howitzers and are currently undertaking risk mitigation assessment as part of the Land400 Phase3 program.	
	Create opportunities to increase the number of start-up and entrepreneurial businesses in the region.	We delivered the Geelong Small Business Festival in partnership with the state government in September 2020 to support local business owners. A Small Business Victoria workshop on starting a small business was delivered to more than 40 participants. We measured the economic impact of our funding of Runway's start-up programs in 2017 and 2018. Results show the investment created 49 new jobs and a $6.2 million contribution to our region's Gross Regional Product. We also worked with a range of providers (Geelong Chamber of Commerce, Runway, Creative Geelong) to support starts up and entrepreneurial businesses. In addition, Small Business Victoria Workshops will recommence from April 2021 and Small Business Mentoring is continuing in the first half of 2021.	
	Deliver the Cleantech Innovation Geelong Business Plan to encourage and enable sustainable practice in local business and use of clean technologies.	We continue to implement the actions from the business plan including: • investigations into establishing Geelong as a Cleantech Centre of Excellence • funding four Cleantech demonstration projects • implementing the procurement for innovation training for employees • supporting our procurement process to introduce circular economy products for use on road surfaces • providing grants for product development projects.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
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.	*Continue to deliver the Regional Industry Sector Employment program.*	Two Regional Industry Sector Employment (RISE) programs were delivered in the first year (of a two-year program extension), one is currently in progress and another is due to commence before June 2021. We also partnered with Youth Services and Barwon Child, Youth and Family to support students prior to entering the program and help enhance program retention. Unfortunately, we had to reduce the number of participants to 10 because of COVID-19 restrictions. In addition, the RISE Advisory Group agreed to Terms of Reference and key performance indicators for the eight programs to be delivered over the next two years.	
Support and promote across the region, local businesses, markets and products.	*Deliver the Small Business Festival to support existing and generate new small business owners.*	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.	✓
	Support the recovery of businesses in the region following COVID-19 through the delivery of Geelong's Business Support Package.	We continue to provide support to businesses impacted by COVID-19. This includes free vouchers to businesses to access free professional advice in legal, finance, marketing, digital services, occupational health and safety, grant writing wellbeing, COVID-safe operations and human resources, with 591 vouchers across 441 business used to date. In addition, we delivered two rounds of a Geelong Small Business Grant, one in December 2020 and one in February 2021, which assisted 103 businesses with $502,049. We also continued our e-Concierge point of contact service that is part of our business support COVID-19 relief and recovery programs and managed 137 enquires though our 'Better Approvals' process year to date.	
	Continue shopping centre streetscape renewal projects.*	We delivered on street dining parklets in some activity centres across the city following community consultation.	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 Mar 2021	Progress comments	Status
Annual increase in visitors^.	Annual	5.1 million (Apr 17 to Mar 18)	2.1 per cent per annum	6.0 million# (Apr 19 to Mar 20) 6.0 million^ (Apr 18 to Mar 19)	An increase of 0.2 per cent.	
Annual increase in expenditure by visitors^.	Annual	$936 million (Apr 17 to Mar 18)	3.8 per cent per annum	$1.1 billion# (Apr 19 to Mar 20) $1.1 billion^ (Apr 18 to Mar 19)	An increase of 1.7 per cent.	
Annual increase in international overnight visitors^.	Annual	55,900 (Apr 17 to Mar 18)	4.9 per cent per annum	56,900# (Apr 19 to Mar 20) 61,800^ (Apr 18 to Mar 19)	A decrease of 7.9 per cent.	
Annual increase in domestic overnight visitors^.	Annual	1.3 million (Apr 17 to Mar 18)	1.9 per cent per annum	1.6 million# (Apr 19 to Mar 20) 1.6 million^ (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.	
City of Greater Geelong Measures of Success	**Frequency**	**Baseline**	**Target 2022**	**YTD Mar 2021**	**Progress comments**	**Status**
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.	

^There has been a methodology change in the collection of tourism data, so caution should be applied when comparing results from January 2019 onwards with past results.

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.	*Work with government to deliver City Deal tourism infrastructure projects.*	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, providing independent advice on progress and strategic direction for the City Deal. The federal government released the *Geelong City Deal Annual Progress Report 2019–20* in November 2020 and it highlights key achievements, including completion of the Queenscliff Ferry terminal redevelopment and Geelong Waterfront Safe Harbour projects.	
Deliver the *Visitor Economy Strategy 2017–21* and the *Tourism Development Plan.*	*Support Parks Victoria in the development of the You Yangs and Serendip Sanctuary Master Plan.*	A draft master plan developed by Parks Victoria in partnership with Regional Development Victoria was released on 1 September 2020 for public comment. Council recognised community concerns about the draft plan's content and direction and will raise them with Parks Victoria's board and management. The feedback period closed on 1 November 2020 and is currently being considered. The Master Plan is scheduled to be launched early 2021.	
	Support the Study Geelong initiative to attract international students to the region.	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. The current program is well underway with the next intake in March 2021. There is high percentage of students from India and China studying in Geelong. In order to encourage diversification, we expanded the eligibility criteria for the Ambassador Program resulting in students from a wider range of countries applying. In addition, we conducted two online events, a LinkedIn workshop in November 2020 and a Christmas break-up in December 2020. We have also: • inducted 12 new Ambassadors • almost completed the inaugural intake for the International Friends Program that links students with local individuals/families • successfully applied to the COVID-19 Multicultural Taskforce for funding to run a social media campaign to address the barriers to international students getting tested for COVID-19 and to run wellness circles for students to connect and learn ways to keep mentally and physically well. • hosted three online events including LinkedIn workshop – How to get noticed by recruiters, Christmas games and Ambassador Xmas event • completed funding bids to support this program. developed content for promoting Geelong as a study destination with Insider Guides, who produce guides to ensure international students are prepared, welcomed, connected and supported in Australia.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	Support and secure business events to the region via the activities of Business Events Geelong.	Business Events Geelong (BEGeelong) is 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. The BEGeelong team are now focused on phase 3 (Execution) and have recently completed the following engagement activities: • a presentation at Business Events Victoria virtual buyer/seller showcase to engage the entire showcase outside of one-to-one meetings with buyers • exhibitor at the Professional Conference Organisers (PCO) Association virtual conference, undertaking buyer meetings with PCOs • development of the BEGeelong 2021–22 marketing opportunities program to support business events recovery in the region.	
	Build the brand of Geelong and The Bellarine as a visitor destination to increase awareness, foster positive sentiment and grow visitor demand.	Tourism Greater Geelong and The Bellarine launched a new campaign to promote the area as an experience greater than the sum of its parts. “Greater Than” was 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 was developed for Geelong and the Bellarine with each of the sub-regions having its own brand atlas. A series of ‘Greater Than’ marketing initiatives commenced in December 2020 and ran over summer with most resources retained for implementation in the shoulder season of 2021. There is a series of paid digital promotions running targeting niche visitor audiences. The campaign activity will be targeting the Victorian short break market who are already familiar with the region, engaging at the destination level. In addition, we collaborated with Avalon Airport to run a quickfire promotional giveaway, with a prize of 20 return airfares from Sydney aimed at encouraging visitation within the visiting friends and relatives market. We also began the successful production and publication of our suite of thematic and destination-specific videos. These will be delivered via our social media channels, supported by promotional budget and amplified via Visit Victoria and member channels, as well as tactical executions within YouTube pre-roll and Google ads.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	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.	Tourism Greater Geelong and The Bellarine continue to provide a high level of support, advocacy and leadership towards delivering on major infrastructure projects and masterplans for the region including: • 18 accommodation developments worth $320 million adding an additional 1,228 room stock to an existing 3,075 stock • 14 attraction and experience developments worth $290 million • 13 visitor infrastructure developments worth over $460 million plus an addition $1 billion development town centre development • Six projects aligned to the City Deal including a Convention and Exhibition Centre totalling $420 million.	
Build on the current events program and increasing cross-promotional opportunities.	*Attract and procure major events to the region*.*	The Geelong Major Events Committee meets monthly, to procure, support and develop major events. The Committee continues to provide support to postponed or cancelled sponsored events with flexible funding arrangements and delivery requirements to allow for amended COVID-safe event programming.	

*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 Mar 2021	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 (Jul 2018)	Increase	106 Wi-Fi access points across the City and 13 City-owned facilities with free Wi-Fi (Jun 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.	*Implement the first year of the LED Street Light and Smart Remote Controller Program.*	We finalised the purchasing phase of the LED Street Light and Smart Remote Controller Program and have commenced phase 1 installation. As part of the *Geelong City Deal* initiatives, we are tendering for provision of sensors and new technologies to collect data on parking in Central Geelong so we can improve the management and driver experience with parking in Central Geelong.	
Develop digital tools and technologies to improve service delivery and our customer experience.	*Implement an online booking and ticketing system for the City's facilities and assets.*	We completed a significant engagement with business stakeholders to produce a fit for purpose go-to-market document with vendor selection finalised. Our online booking system is part of the Oracle Smart-Council solution due for implementation in July 2021. We selected our online ticketing vendor and implementation is scheduled from April 2021.	
	Implement the City's new risk management and reporting software solution.	We completed several actions, including: • privacy impact assessment • business risk assessment • technical security penetration testing • development of the support model/production handover planning and associated communications and change management elements of the project • investigating a solution for data integration into the cloud. We need to conduct further configuration and broader testing of the new risk management and reporting software solution. and replanning of the remaining work is underway.	
Increase free Wi-Fi in public spaces and community facilities.	*Provide new Wi-Fi points at various locations across the municipality.*	We started our Wi-Fi project in the northern suburbs. We identified major gaps in infrastructure and a crossover with several recreation master plans in the development of the detailed site specifications and network design. Therefore, we reviewed the project and amended the scope of work. These changes have extended the project, its timeline and varied what technology is used in where.	
Deliver Smart Cities infrastructure using electronic data collection to better manage assets and resources.	*Develop a strategic plan for the Smart City program, which uses technology and data to improve the lives of people in the community.*	Council endorsed the Smart City Strategic Framework in March 2021, setting the City up to successfully harness emerging technology to improve liveability in Greater Geelong. Council also endorsed the accompanying four-year action plan, which outlines activities and targets to meet in order to achieve the objectives of the framework.	✓
	Install enhanced broadband for Bellarine community facilities and schools in partnership with Deakin University and AARNet.	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 which is due for completion in early 2021. We expect approval to commence works by June 2021.	
Attract more technology-focused businesses to our region.		We manage ongoing enterprise enquiries and continue to leverage opportunities for attracting technology-focused businesses.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Examine our budget to fund future initiatives.	*Continue to review our processes and services to find and implement efficiencies.*	Our 2020–21 budget and grants program contained new and continued initiatives to support Greater Geelong's COVID-19 recovery. We are developing the 2021–22 budget, implementing the findings from the post budget review of the 2020–21 process. This new budget will focus on allocating resources to deliver infrastructure, services and programs to our community in line with the key priorities in *Our Community Plan 2021–25*. In addition, we received 33 submissions for proposed potential expenditure savings from our community as part of the Council Expenditure Review Panel process. We will consider these as part of current and future budgets. In February 2021, Council allocated more than $3 million of funding in the current budget to local clubs, groups and organisations as part of our 2020–21 Community Infrastructure Grants program. These grants will support 49 community led projects across the municipality.	
Establish sustainable financial and infrastructure management systems for our future.	*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*.*	We appointed the organisation that will assist us to implement our Digital Modernisation program. Actions taken since their commencements in January 2021 include: • planning and design for phase 1 of the project • delivery of stakeholder showcases • system and people development build • change strategy and change impact assessment • data migration and strategy integration.	
	Continue the Asset Management Transformation program, including delivery of the Asset Management Strategy.	We continued our Asset Management Transformation program, including the delivery of the *Asset Management Strategy*. We continued to undertake the following work that was started last year: • a review of data, systems, processes and procedures • development of Strategic Asset Models for all key Asset Classes and Portfolio Level Model. These will assist our decision making to better manage our growing asset base and support our ability to enable service delivery in the future. • creation of four asset classes Asset Management Plans by four asset classes. We have also been working with a team from Working for Victoria to support the delivery of key data inputs to support this project. In addition, the *Local Government Act (Vic) 2020* requires development of 10-year asset management plans. We drafted a number of these plans and will develop the remaining plans throughout the year.	

*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 Mar 2021	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 Mar 2021	Progress comments	Status
Decreased Lost Time Injury Frequency Rate.	Every three months	14.9 (Jun 2018)	Decrease	19.7 (Mar 2021)	The LTFIR initially trended slightly downward during this financial year. However, this movement has reversed recently due to a minor increase in the number of reported injuries.	
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^.	Every three months	55% (Average of 12 months Oct 2017 to Sep 2018)	Increase	57.22% (Average Jul 2020 to Mar 2021)	Positive sentiment since July 2020 was influenced by COVID-19 support for community and businesses, community grants, reopening of facilities and sustainability initiatives such as the plan to phase out single-use plastics and the endorsement of the sustainability framework and action plan. We continue to see an increase in the proportion of media coverage generated proactively over reactively.	

^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.	*Develop a Sales and Acquisitions Strategy.*	We drafted our *Sales and Acquisitions Strategy* and are currently aligning this work with other key strategies. We are currently awaiting outcomes of other strategies to be able to finalise this matter.	
Consolidate the City of Greater Geelong offices.	*Commence construction and build of the new Civic Precinct*.*	We are building a new Civic Precinct. The planning permit was issued at the end of June 2020 and construction has commenced with: • Corio Street car park demolished • demolition of 4, 6 and 10 Bayley Street, Geelong complete • drainage relocation complete • final concrete pours underway and structural steel construction of level 1 expected by May 2020 • sale of Lot 2 137 Mercer Street, Geelong underway • landscape plan under review • fit out package under review • over 60 per cent local procurement • community engagement on the future use of 151 Mercer Street, Geelong expected during May and June 2020 • ongoing engagement with Wadawurrung and aboriginal community on landscaping, building design, artworks and employment opportunities • a site blessing and cleansing ceremony completed by Wadawurrung Traditional Owners. Over 90 per cent of waste materials from the demolition and exaction works are being recycled or reused. In addition, work on the Civic Precinct is expected to create nearly 900 local jobs.	
Communicate and engage more effectively with the community, in areas of need.	*Support the voice of the youth in the community by promoting and supporting the 2020 Junior Youth Council.*	Our Youth Council 2021, comprising 12 young people aged 12-17 years from across the municipality, commenced in January. We support the Youth Council through an advisory and leadership program that has to date included: • 18 youth councillor coaching sessions • nine Youth Council meetings • seven Councillor Connect mentoring programs • two planning meetings • four Youth Council Steering Group meetings. The Youth Council provided advice to headspace, commission for children, Geelong Regional Library Corporation, Deakin University and to our internal departments.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Continue to transform our workplace culture.	*Deliver the Working Better Together program to achieve a positive workplace culture.*	We have delivered the following actions as part of the Working Better Together program: • five team building sessions with our Executive Leadership Team • three leadership enablement sessions with our Executive, Manager and Coordinators from across the organisation • one new leadership development program for all people leaders on Leading for Wellbeing and Leading Virtually, in response to feedback from our employees in our culture surveys. In 2021, we plan to focus on four key areas: • setting standards, with the launch of the new Leadership Capability Framework • develop leaders, with new leadership development offerings in place • hold leaders to account, with the launch of the new performance review program • culture evaluation, with a new employee engagement survey and culture evaluation framework.	
Use data and analytics to make better decisions.	*Embed the Sustainability Framework within organisational process, including use of Global Reporting Initiative (GRI) Standards as the City's sustainability reporting framework*.*	Council endorsed the amended *Sustainability Framework 2020* and revised *Sustainability Framework Action Plan 2020–2022* in July 2020. Council also adopted the Sustainability Policy in February 2021. We are currently developing a report on draft measures and targets for these documents and have also commenced work to establish integrated sustainability performance reporting. In addition, we finalised the expression of interest process for community representatives for the Sustainability Advisory Committee and they had their first meeting in March 2021.	
Make our processes more effective and efficient.	*Establish an Enterprise Project Management Office to support consistent and strategically planned project delivery across the organisation.*	We scoped our Enterprise Project Management Office (ePMO) with implementation actions underway. Our ePMO is developing the required governance and organisational systems to support consistent and strategically planned project delivery including project management templates and terms of reference for a project advisory group. We implemented a new system to consider potential budget items within our annual budgeting system as part of our proves improvements.	
	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.	We completed the second year of our service planning program with report recommendations due to be finalised in mid-2021. Refreshed service plans will provide updated data and insights to inform our internal programs. In addition, we are developing a *Service Review Framework.*	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
	Deliver the Clever Together Project change program to ready our workforce for working in new ways.	Our *Clever Together Project* brings together the Civic Precinct, due for completion by July 2022, 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: • community and Aboriginal engagement in matters such as the naming of the Civic Precinct, Wurriki Nyal, and scar tree relocation • vendor appointment for the Digital Modernisation program with commencement of projects systems, implementation scheduling and identification of change impacts • extensive employee engagement that has included workspace design workshops and new ways of working e.g. mobility, storage reduction and paperlite • regular union briefings about the new Civic Precinct and digital changes.	
	Mobilise the City's resources to enable delivery of organisational and community recovery following the COVID-19 pandemic.	Council extended the COVID-19 support packages of $10.8 million announced in 2019–20, by a further $4.2 million. This has funded 39 COVID-19 support initiatives to assist businesses, community groups and residents impacted by the coronavirus pandemic.	
	Deliver organisational changes in line with the new Local Government Act 2020.	We adopted a range of polices, charters and delegations to meet our *Local Government Act 2020 (Act)* obligations: • Public Transparency Policy • Governance Rules • Council Expenses Policy • Councillor Gift Policy • updated Audit and Risk Committee Charter, Chief Executive Officer and employee delegations, Community Engagement Policy, and Councillor Code of Conduct. In addition, we: • commenced the review of Councillor allowances • designed and oversaw the delivery of the mandatory Councillor Induction • complied with the Act and its associated Regulations to manage Campaign Donation Returns • completed an initial and then Biannual Personal Interest Returns. We continue to assist officers to deliver and implement the remaining requirements of the Act, while continuing to refine our internal processes and communicate them effectively to the organisation.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Increase state and federal funding for the region.		We meet regularly with state and federal Members of Parliament. Following Council elections in October 2020, a key priority remains the development of these relationships with our new Mayor and Deputy Mayor. Our City Deal communications plan supported the execution of committed state and federal funding. We made several successful applications for state grants aligned to our strategic priorities that funded road works, lighting, CCTV and outdoor dining initiatives. We also applied for federal government funding for the Northern Aquatic and Community Hub and are implementing a robust government relations and advocacy plan to try to secure state government funding.	
Develop, promote and improve the City's brand.	*Set a baseline with brand awareness research.*	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. We received feedback on our key brand indicators, such as the Christmas program, to further enhance our understanding of community sentiment about our initiatives. We also established a new monthly talking points and engagement summary document for Council and our Executive Leadership Team. In addition, as part of our Customer Experience Strategy, we are developing a Council Connect program that raises awareness about key council services and connect communities with our employees who can support their interactions with us.	
Lead major local organisations in collaborative projects.		We collaborated with key Geelong organisations on the following advocacy matters: • Northern Aquatic and Community Hub • City Deal Implementation • Australia's Gateway Cities alliance. We provided: • briefings to G21 and Committee for Geelong panel representation on Committee for Geelong forums and for the G21 CEO recruitment process • regular COVID-19 Members of Parliament Meetings • hosting at Central Geelong taskforce forums • participation in Barwon Regional Partnership COVID-19 recovery discussions • successful advocacy for the Australian Tax Office to remain in Geelong • support for several projects in Geelong funded via the state and federal budgets including rail and social housing • leadership in developing the Designing Geelong webinar series. In addition, our Mayor has been appointed as the chair of G21 for the next two years.	

Four-year council plan priorities	2020–21 actions	Progress comment	Status
Use better communication to strengthen our strategic priorities.	*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.*	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.	✓
	Build the advocacy function to support the City to utilise and attract state and federal funding for the region.	We integrated our engagement, government relations, advocacy and communications functions. This centralisation supports our advocacy for key projects and created a main point within the City for collaboration with other key advocacy agencies for Geelong. We are also developing: • an advocacy framework • centralised reporting and oversite of incoming grants • enhanced relationship management with all tiers of federal and state governments. In addition, Council endorsed our *Community Engagement Policy* in February 2021.	■

*Major Initiative



Geelong-born, internationally-renowned street artist Rone was a drawcard for Geelong Design Week. The Geelong Gallery timed this marquee event perfectly, and Rone's stunning installation exploring the concept of beauty and decay transformed the Gallery's magnificent space. Rone's headline installation was complemented with a street art tour and urban design workshop.

CITY OF GREATER GEELONG

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www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE

100 Brougham Street
Geelong VIC 3220
8.00am – 5.00pm

ISBN: 978-0-6483576-0-5

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The *Council Plan 2018–22* is supported by the *Strategic Resource Plan 2018–22*.

The *Annual Action Plan and Budget* outlines the major initiatives to be funded each year in order to deliver the plan.

For a copy of the current documents go to **www.geelongaustralia.com.au** or call 5272 5272.

CITY OF GREATER GEELONG

9. FORMER SOUTH GEELONG LANDFILL DRAFT LANDSCAPE PLAN

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

Purpose

1. To endorse the draft South Geelong Landfill Landscape Plan for public exhibition and community consultation.

Background

2. The former South Geelong Landfill covers an area of 158 ha and is located between the Geelong Racecourse and the Barwon River (**Attachment 2**). The placement of waste material occurred approximately from 1945 to 1990.

3. The draft landscape plan impacts a 15ha portion of the overall site, known as Area H, which is located to the south of Hede Street (**Attachment 2**).

4. The City's Civil Construction Unit has filled parts of Area H over the past 10 years with clean fill created from Council construction projects.

5. Adjacent industries (to Area H) sometimes produce dust and create a visual impact for residents.

Key Matters

6. To alleviate dust and amenity issues, a soil embankment was constructed by an adjacent business along the eastern boundary of Area H during 2020. This embankment provided a visual screen and decreased the amount of dust impacting residents.

7. Following a site assessment by Council officers, it was deemed the embankment needed works to improve the stability and lessen the steepness.

8. The draft landscape plan has been developed to help resolve issues at the site including;

    8.1 reshape the eastern embankment to ensure it can be safely managed while still creating a visual screen for neighbouring residents;

    8.2 development of stormwater capture and storage capacity across the site to reduce the sediment load entering the adjacent drainage reserve; and

    8.3 revegetate the site to further reduce dust generation and sediment runoff.

Cr Mansfield moved, Cr Murrihy seconded -

9. That Council:

9.1 Endorse the release of the Former South Geelong Draft Landfill Landscape Plan for stakeholder and community engagement for 30 days; and

9.2 Consider the subsequent final plan for endorsement at a future Council meeting.

Carried.

Attachment 1

Financial Implications

1. The implementation of the South Geelong Landfill Landscape Plan will be funded from the annual budget cycle. Funding requests for phase 1 and phase 2 of the works has been submitted for the 2021-22 FY. Funding applications for additional phases of works will be submitted for the 2022-23 FY.

2. The estimated ongoing annual costs for site maintenance following the implementation of the landscape plan is $20,000.

Community Engagement

3. Council officers have informed neighbouring property owners and local residents that the draft landscape plan is being prepared.

4. Further consultation is planned via an information leaflet that will be mailed to residents and businesses within 500m of the site (**Attachment 3**).

5. Supporting information for the draft landscape plan will be available on Council's website.

Social Equity Considerations

6. There are no adverse social equity impacts created through the implementation of the landscape plan.

Policy/Legal/Statutory Implications

7. The works will help ensure the site complies with the *Catchment and Land Protection Act 1994*, including management of declared noxious weeds and sediment runoff control.

Alignment to Council Plan

8. The implementation of the draft South Geelong Landscape Plan aligns with two of the strategic priorities listed in the *Council Plan 2018-22*:

    8.1 Improved health and safety of our community;

    The draft landscape plan will improve controls across the site to reduce airborne dust generation that may impact neighbouring residents.

    8.2 Effective environmental management;

    The implementation of the draft landscape plan will improve environmentally management across the site.

Conflict of Interest

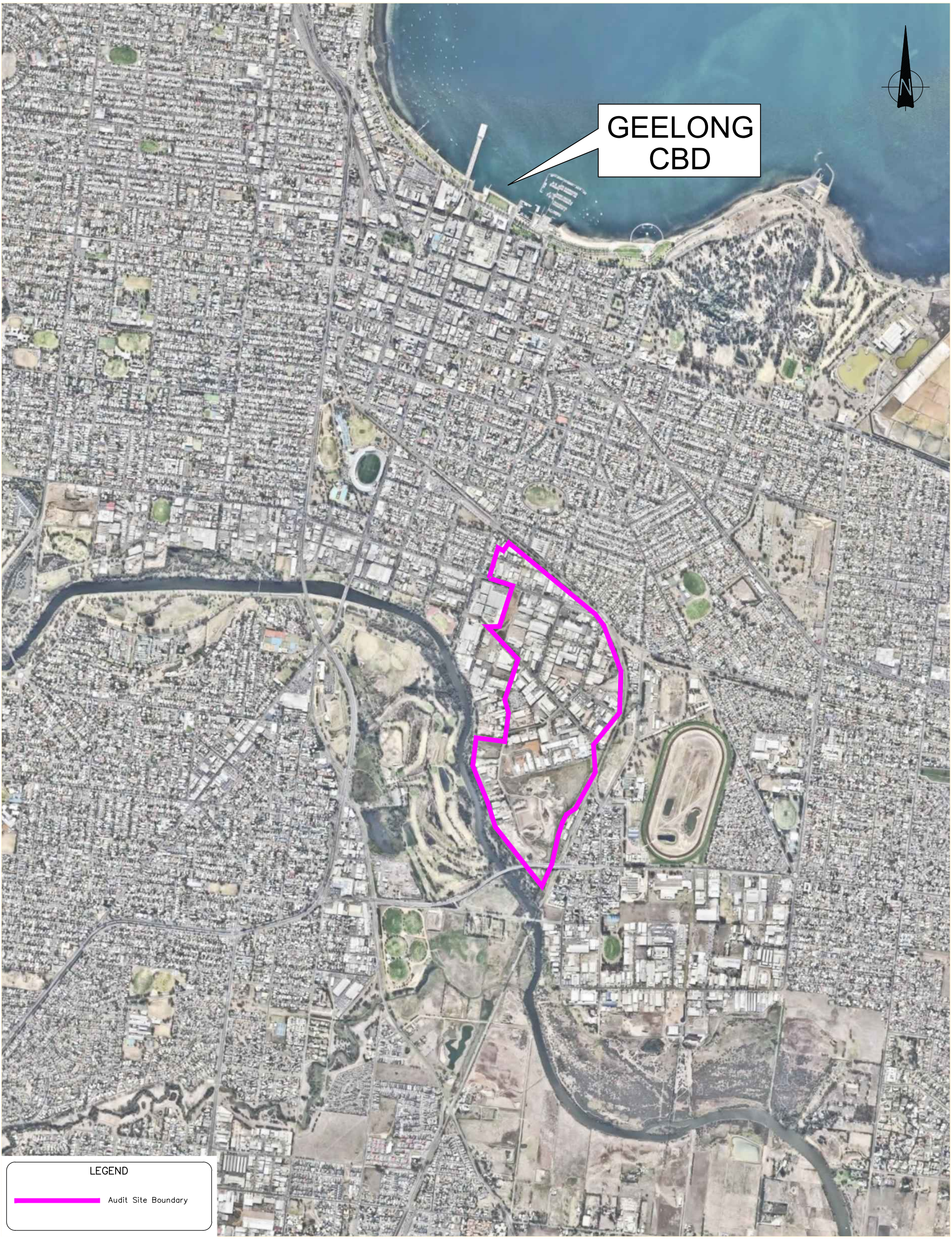
9. No officers involved in the development of the draft landscape plan or in the preparation of this report have declared a general or material conflict of interest.

Risk Assessment

10. The draft landscape plan has been developed to reduce public risk particularly with respect to dust and access to the site.

Environmental Implications

11. The implementation of the draft landscape plan will improve weed management and general maintenance resulting in improved stormwater quality, reduce dust and improve natural habitats.



LEGEND

Audit Site Boundary

SCALE 1: 20,000

0 200 400 600 800 1000 (m)

ORIGINAL IN COLOUR

Aerial photo sourced from Nearmap. Copyright Nearmap Pty Ltd
Imagery Date: 02/05/2018.

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APPROVED		

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PROJECT No.
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CITY OF GREATER GEELONG

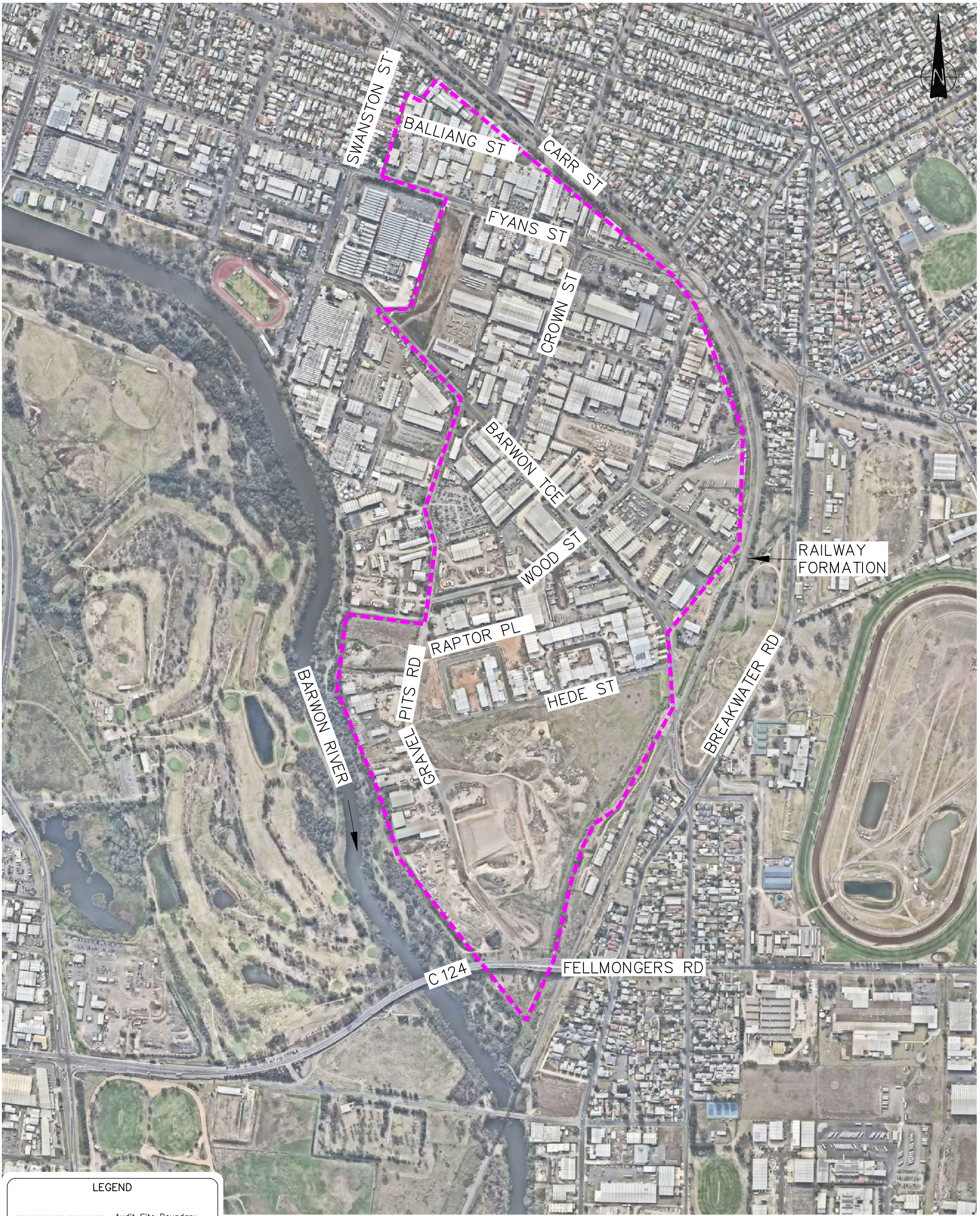
SECTION 53V ENVIRONMENTAL AUDIT FORMER SOUTH GEELONG LANDFILL

Audit Site Location

FIG. No. Figure 1

REV. 1

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LEGEND

Audit Site Boundary

SCALE 1: 7500

0 100 200 300 400 500 (m)

ORIGINAL IN COLOUR

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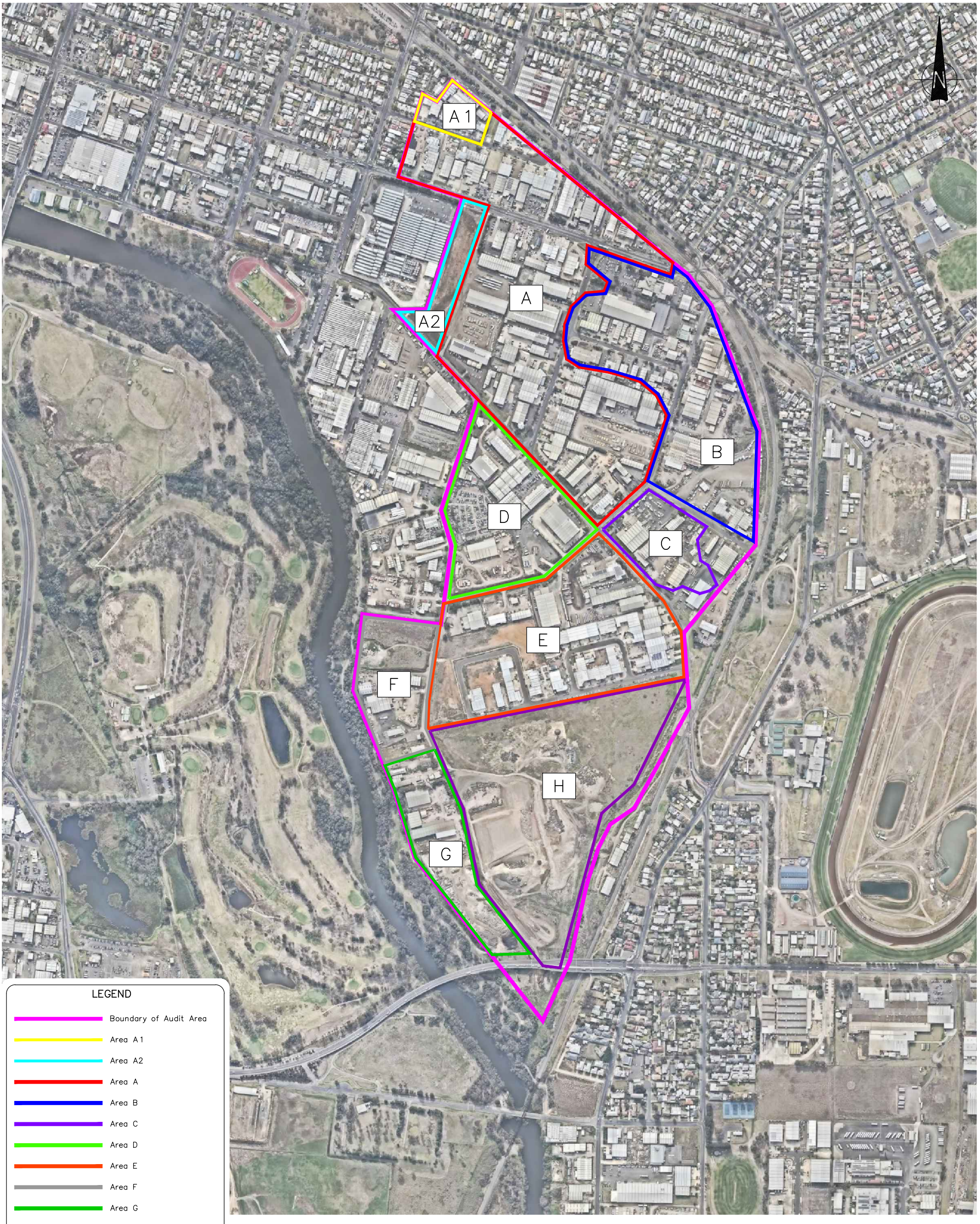
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Key Site Features

FIG. No. Figure 2

REV. 1

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LEGEND

- Boundary of Audit Area
- Area A 1
- Area A2
- Area A
- Area B
- Area C
- Area D
- Area E
- Area F
- Area G
- Area H

SCALE 1: 7500

0 100 200 300 400 500 (m)

ORIGINAL IN COLOUR

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CITY OF GREATER GEELONG

SECTION 53V ENVIRONMENTAL AUDIT FORMER SOUTH GEELONG LANDFILL

Risk Assessment Areas

FIG. No. Figure 8

REV. 1

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THE CITY OF
GREATER GEELONG

FORMER SOUTH GEELONG LANDFILL SITE
LANDSCAPE PLAN

JUNE 2021

CITY OF GREATER GEELONG

FORMER SOUTH GEELONG LANDFILL SITE LANDSCAPE PLAN

South Geelong Landfill closed in 1990. The site is currently used by City of Greater Geelong to store clean fill from local road and drainage projects, and to assist in recycling and reuse of concrete and other products.

To reduce dust and improve stormwater management and landscape amenity, a new perimeter fence with shade cloth and fill mound is in construction. As sections of the fencing and mound are completed, the site will be reseeded as grass to reduce dust. The outside edge of the mound will then be mulched and planted with drought tolerant indigenous trees and grasses to screen views into the site.

The works will be completed in multiple stages with the initial fencing and mound works completed by the end of 2021. Fencing will be progressively extended to Hede Street as funding becomes available and revegetation with local indigenous species will commence and continue over following years.

EXISTING CONDITIONS



WHERE ARE WE IN THE PROCESS?

PHASE 1
WEST FENCING
Completed in 2020.

PHASE 2 -
EAST FENCING AND MOUND RESHAPING WORKS
In progress, to be completed by end of 2021.

PHASE 3 -
EAST EMBANKMENT REVEGETATION
To commence when mound works are finished by end 2022.

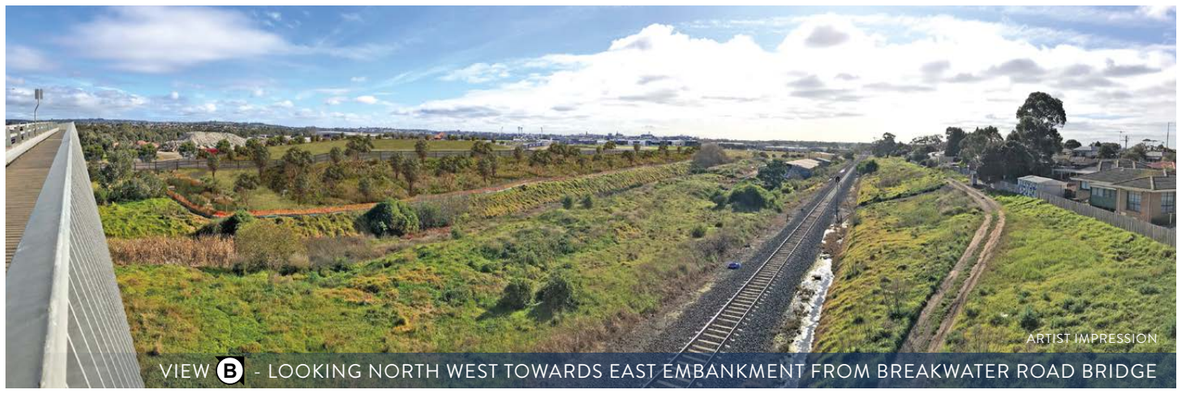
PHASE 4 -
HEDE STREET FENCING
To commence in 2022.

PHASE 5 -
EXTEND FENCING AND MOUND ALONG BARWON TERRACE
To commence in 2023.

FURTHER INFORMATION

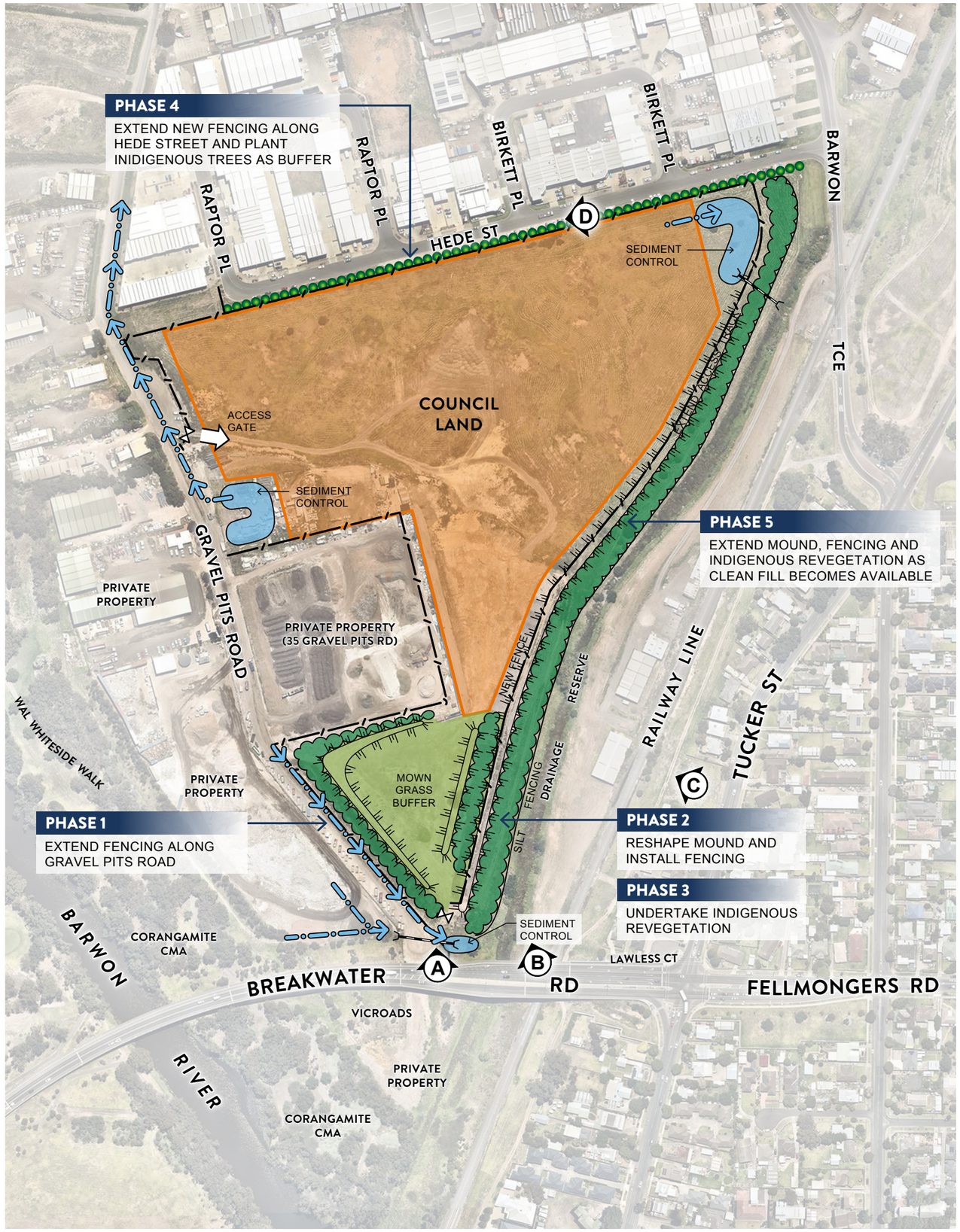
If you are interested in this project or require any further information, please contact Jack Taylor, Project Engineer, City of Greater Geelong, Environment and Waste, Tel: 5272 4961, JTaylor2@geelongcity.vic.gov.au
To provide feedback on the draft plan and for engagement updates, visit http://yoursay.geelongaustralia.com.au











THOMPSON BERRILL LANDSCAPE DESIGN P/L

CITY OF GREATER GEELONG

LANDSCAPE PLAN

SOUTH GEELONG LANDFILL SITE REHABILITATION

DRAFT

JUNE 2021

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10. DRAFT PUBLIC STREET LIGHTING POLICY

Source: **City Services – Engineering Services**
Director: **Guy Wilson-Browne**

Purpose

1. For Council to approve the draft Public Street Lighting Policy for a 30-day public exhibition period.

Background

2. The existing Street and Public Place Lighting Policy was adopted by Council in 2008 and has become outdated.
3. The updated Policy (Public Street Lighting Policy 'the Policy') sets the direction for new and replacement street lighting aiming for more contemporary, innovative and energy efficient street lighting with a consistent approach.

Key Matters

4. Over time the 2008 Policy has been tested and resulted in the installation of non-standard decorative street lighting in new land development areas. The Policy and supporting Engineering Design Note 15 address the inadequacies of the 2008 Policy.
5. The long-term impact of installation of non-standard decorative street lighting is increasingly apparent with the inability or difficulty in sourcing matching replacement decorative light poles often with a unique colour.
6. The volume of non-standard street lighting assets has increased the City's maintenance costs. Previous maintenance levy contributions are projected to be inadequate to meet the long-term liability of maintaining and renewing non-standard street lights transferred to City ownership. The Policy requires a 100% capital cost contribution as a levy to meet the City's ongoing maintenance liability of non-standard decorative lighting. The levy has been benchmarked within the local government sector and is a consistent approach.
7. In recognition of land developer aspirations for unique streetscape character, the Engineering Design Note 15 makes provision for two non-standard street lighting options and a range of approved colours, if the standard galvanised finish is not suitable.
8. This approach allows the City to better manage the street lighting fleet at the lowest cost to the community while minimising the long-term maintenance burden.
9. The benefit of standard lighting is the power distributor (Powercor) replaces failed or damaged street lights inclusive of the standard maintenance agreement.
10. The City is rolling out more energy efficient LED lighting. By defining street lighting principles, the City can leverage SMART and energy efficient street lighting technologies which are rapidly evolving with potential for sensors to monitor air quality, pedestrian and traffic movement etc.

Cr Aitken moved, Cr Moloney seconded -

11. That Council:

11.1 Approves the Draft Public Street Lighting Policy and the related Engineering Design Note 15 for a 30-day public exhibition period; and

11.2 Considers the final Public Street Lighting Policy and the related Engineering Design Note 15 at a future Council meeting.

Carried.

Attachment 1

Financial Implications

1. The Policy permits land developers to install non-standard decorative street lighting as part of their development. Each non-standard installation will incur a maintenance levy of 100% of the initial capital cost of the street-light.

2. This approach allows for financially sustainable management of non-standard lighting for the City whilst allowing developers alternative lighting choice.

3. The 100% maintenance levy proposed by the Policy will reduce costs to the City.

Community Engagement

4. The 2008 Policy was supported by a Procedure. Through the policy review process, it was determined that the detailed engineering information would be better incorporated in an Engineering Design Note to align with current practice as a method for providing internal and external clarity on technical matters. Engineering Design Note 15 has been developed to provide operational information on the application and intent of the Policy which aligns to the Australian/New Zealand Standard AS/NZS 1158 Road Lighting Standards and the Infrastructure Design Manual incorporated in the City's Planning Scheme.

5. Land development stakeholders including developers, engineering consultants, Urban Development Institute of Australia and Institute of Public Works Engineering Australasia, were consulted in August 2020 on the draft revised policy and the then updated supporting Procedure. Of the 55 parties the City engaged with, two responses were received and where possible, their comments have been incorporated into the Policy and Engineering Design Note 15.

6. Feedback from the land development sector has shown a preference for having a balance of standard and decorative street lighting to allow land developers to create aesthetic streetscapes specific to their development. The Policy and the supporting Engineering Design Note 15 allow for this.

7. A media release and supporting communication will promote the 30-day public exhibition period. The Policy will be published on the City's website for broader community information and comment. Stakeholders previously engaged in the process will be invited to comment further on the draft Policy.

Social Equity Considerations

8. The Policy takes an equitable approach with prescribed minimum standards for street lighting throughout the municipality.

Policy/Legal/Statutory Implications

9. There are no foreseen policy/legal/statutory implications associated with the adoption of this policy.

Alignment to Council Plan

10. The Public Lighting Street Lighting Policy supports the following Council Plan 2018-2022 strategic objectives:

    10.1 Improved health and safety of our community; and

    10.2 Innovative finances and technology.

Conflict of Interest

11. No City officers or contractors involved in the preparation of this report have a general or material interesting in the matters to which this report relates.

Risk Assessment

12. The Policy promotes the further standardisation of the street lighting fleet and this will incrementally improve the City's response to street light faults where their replacement will be a standard street light fitting and pole.

13. This approach addresses the current financial risk by streamlining the range of lighting options in new developments, thereby reducing the life cycle cost of street lighting to the City.

Environmental Implications

14. The use of energy efficient street light fittings and control management systems with the ability to dim street-lights are supported by the Policy. Enhanced lighting management extends the lighting asset life and reduces power consumption.

THE CITY OF
GREATER GEELONG

PUBLIC STREET LIGHTING COUNCIL POLICY

VERSION: 1

Approval Date: DD Month YYYY of official approval

Approved by: CEO

Review Date: DD Month YYYY – generally 4 years from approval date unless shorter review period required

Responsible Officer: Manager Engineering Services

Authorising Officer: Director City Services

CITY OF GREATER GEELONG

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D19-443402

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Review 6

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Introduction

PURPOSE

The purpose of this policy is to provide the principles upon which safe street and public place lighting will be provided and maintained.

SCOPE

The Policy (and supporting Engineering Design Note 15) applies to all street, public place and precinct lighting (as defined in the definitions) located in streets and public places under the jurisdiction of the City and within the City boundaries.

The City's open spaces for active sport and recreation are excluded.

This Policy outlines how the City will work in collaboration with land developers, the distributor and/or other street lighting providers, and lighting hardware and software system developers to meet the changing needs in relation to street lighting.

DRAFT

Definitions

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

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

APPROVED NON-STANDARD LIGHTING - A non-standard fitting that complies with the distributor's public lighting technical standards and can be placed on the non-metered distributor's network.

CONTROL MANAGEMENT SYSTEM – A lighting management system that remotely operates and diagnoses faults in the street lighting network through light detection on the lamp (luminaire).

DISTRIBUTOR - An organisation which holds a distribution licence under the Electricity Industry Act 2000 for the distribution and supply of electricity (Powercor is the City's current provider).

NON-STANDARD FITTING - A lamp fitting other than a standard fitting and is on a metered supply.

NON-STANDARD STREET LIGHT – An approved decorative pole or non-standard light fitting or a standard pole that is powder coated an approved colour.

PRECINCT - Generally, an area where a structured council plan(s) applies such as (but not limited to) a Precinct Structure Plan, Development Plan, Activity Centres, or an area of >1,000 residential lots for development and/or redevelopment.

PUBLIC PLACE – includes:

a) any bridge, footpath, court, alley, passage or thoroughfare open to or used by the public; or

b) any park, garden, reserve or other place of public (passive) recreation; or

c) any open space to which the public has or is permitted to have access; or

d) any wharf, pier or jetty open to or used by the public;

which is owned or managed by the City, but does not include a highway/freeway managed by Regional Roads Victoria.

SMART STREET LIGHTING - A SMART street light is a public lighting fixture that incorporates technology, such as cameras, light-sensing photocells and other sensors, to introduce real-time monitoring functionalities.

STANDARD LIGHTING - Lamp (luminaire), mounting bracket, public lighting pole, supply cable or control equipment normally used by or acceptable to a distributor. Standard lighting is normally on a non-metered supply and the assets owned by the distributor and therefore subject to the Public Lighting Code.

DRAFT

Policy

AIM

The aim of this Policy is to manage the provision of public lighting (or street lighting) to allow for and promote visual amenity, a sense of place, leading and practical urban design, cultural activities, the safe effective movement of vehicular, cycling and pedestrian traffic at night and the discouragement of illegal and anti-social acts (crime prevention).

DESIGN STANDARDS

The public lighting/street lighting design process shall follow the current version of Australian/New Zealand Standard AS/NZS 1158 Road Lighting Standards, the Infrastructure Design Manual and the City's additional requirements as set out in Engineering Design Note 15.

The standard of public lighting will be sufficient, and where practicable provide necessary amenity and visual information at night including the alignment of roadways, kerbs, footpaths, road line markings, property lines, essential signage and road traffic management furniture in any public space managed by the City of Greater Geelong.

Public lighting in addition to the primary function of illumination is an urban design element. The City will define the aesthetic standard of street lighting for commercial/high pedestrian volume areas such as Central Geelong or Major Activity Centres. Standard street lighting will apply in other areas unless Decorative Non-Standard Street Lighting is specifically mentioned in the Precinct Structure Plan or Urban Design Framework or other relevant Council documents (ie not this Policy) or continuing a previously agreed public lighting scheme.

ACCEPTANCE

The City will work with precinct and/or land developers to ensure public lighting meets the applicable standards and will only accept compliant public lighting (service levels, control management systems and aesthetics) before assuming the ongoing ownership, operation, maintenance and repairs.

NON-STANDARD STREET LIGHTING

The approved plans of the first development site within a precinct defines the remaining development stages' street light style/standard to retain consistency throughout. Approval may be given to the initial approved style/standard for specific areas within the precinct where a particular character is sought. Where Decorative Non-Standard Street Lighting is installed subject to the City's approval, a maintenance levy of 100% of the street lighting capital cost will be provided to the City to fund ongoing maintenance and replacement. Payment is to be made on the transfer of the Non-Standard Street Lighting assets to the City.

The approved styles of Non-Standard Street Light poles and light fittings are defined in the Engineering Design Note 15.

THE CITY'S RESPONSIBILITY

The City is responsible for replacing existing street lighting fittings and will consider the future integration of emerging technologies such as Control Management Systems, SMART Street Lighting, 5G communications etc.

Where existing public lighting uses out-dated technology, the City aims to upgrade these to the most cost-effective, environmentally beneficial technologies (eg LED, solar), including analysis of life cycle and minimising light spilling onto neighbouring properties and surrounds.

The City will be responsible for the ongoing operating, maintenance, repair and power costs of public lighting including instances where there are cost-sharing arrangements of streetlights in place (eg Regional Roads Victoria).

DRAFT

Implementation of this policy

MONITORING AND REPORTING

The Manager Engineering Services is responsible for the monitoring and any reporting in relation to this policy.

ADVICE AND ASSISTANCE

The Manager Engineering Services manages the provision of advice to the organisation regarding this policy.

A person who is uncertain how to comply with this policy should seek advice from this person or from their Manager.

RECORDS

The City must retain records associated with this policy and its implementation for at least the period shown below.

Record	Retention / Disposal Authority	Retention Period	Location
This policy document (D19-443402)	Corporate Records	Permanent	Corporate Records
Street lighting schemes including those delivered by land developers	Corporate Records	Permanent	Relevant planning permit container
Engineering Design Note 15	Corporate Records	Permanent	BND-18-14689

REVIEW

The City should review and, if necessary, amend this policy within four years of the approval date.

DRAFT

References

- *Road Management Act 2004*
- *Electricity Industry Act 2000*
- Australian/New Zealand Standard AS/NZS 1158 Road Lighting Standards
- City of Greater Geelong:
  - Greater Geelong Planning Scheme and amendments
  - Where the following applies to a location or precinct and have been adopted by the City:
    - Precinct Structure Plans
    - Urban Design Frameworks
    - Other relevant plans, frameworks and documents
  - Public Realm Framework, update November 2019
  - Public Lighting Design Note 15, Version 1, 2021
- Local Government Infrastructure Design Association: Infrastructure Design Manual (IDM) Current Version
- AustRoads: Guide to Road Design, Part 6B: Roadside Environment 2021
- VicRoads: TCG 006: Guidelines to Street Lighting Design, January 2016 Rev B
- Essential Services Commission: Public Lighting Code Version 2, December 2015

DRAFT

Cr Harwood declared a Conflict of Interest in Agenda Item 11, T2100048 Sports Lighting Program, in that Cr Harwood is the Director of Women's Football at Geelong Amateurs Football and Netball Club and left the meeting room at 9.07pm prior to discussion of the item.

11. T2100048 SPORTS LIGHTING PROGRAM

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

Purpose

1. To award Contract C2100048 for the Sports Lighting Program project to IPower (VIC) Pty Ltd as trustee for The I & J Zadel Family Trust trading as Power Street Electrics (ABN 48 859 665 056).

Background

2. The following sites have been identified as needing upgrades to their sports lighting systems for improved training and game availability.

Burdoo Reserve	Located at 162-164 Burdoo Drive, Grovedale
Evans Reserve	Located at 61 Yooringa Avenue, Norlane
Osborne Reserve	Located at 1 Swinburne Street, North Geelong
St Albans Reserve	Located at 203 St Albans Rd, Thomson
St Leonards Reserve	Located at 1286-1308 Murradoc Road, St Leonards
Winter Reserve	Located at 44 B Kidman Avenue, Belmont
Portarlington Reserve	Located at 4-22 Sproat Street, Portarlington
Queens Park	Located at 150 Queens Park Road, Highton

Key Matters

3. The Procurement Services Unit administered an open tender process on behalf of City. Works for the supply and installation of new sports lighting systems for 8 reserves within the municipality.
4. Based on the tenderers project experience, expertise and value for money the Tender Evaluation Panel (TEP) recommend that IPower (VIC) Pty Ltd as trustee for The I & J Zadel Family Trust trading as Power Street Electrics (**Power Street Electrics**) be awarded the contract for the provision of these works.
5. Subject to Council awarding the Contract, the project will commence early July 2021.
6. The lump sum price for the delivery of the project is $2,035,939.71 (excl. GST).

Cr Nelson moved, Cr Grzybek seconded -

7. That Council:

7.1 Award Contract C2100048 for the Sports Lighting Program project to IPower (VIC) Pty Ltd as trustee for The I & J Zadel Family Trust trading as Power Street Electrics (ABN 48 859 665 056) for the tendered lump sum price of $2,035,939.71 (excl. GST); and

7.2 Authorise to the Chief Executive Officer to execute Contract No. C2100048 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 project has come in under budget.

2. Funding has been secured through the Victorian Government - Sport and Recreation Victoria via the Community Sports Infrastructure Stimulus Program.

Community Engagement

3. During the project design phase, representatives from each club who occupy the reserves were included in the project working group.

4. Other project stakeholders include Sport and Recreation Victoria.

Social Equity Considerations

5. The new lighting at these sporting facilities will allow for extended hours of playing and training times, giving the clubs capacity to build higher levels of participation. This is especially welcome given the growth in women and children's sports programs.

Policy/Legal/Statutory Implications

6. This tender was 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.

7. The submissions were evaluated in accordance with the processes detailed in the City's 'Procurement and Contracts Manual'.

Alignment to Council Plan

8. This project aligns with the following strategic priorities:

    8.1 Improved health and safety of our community by providing better lighting through the precinct;

    8.2 Informed social infrastructure and planning by providing better sporting and open space infrastructure to a local level; and

    8.3 A more inclusive and diverse community by providing equitable and accessible sporting facilities to increase participation.

Conflict of Interest

9. No officers or contractors involved in the preparation of this report have a general or material interest in matters to which this report relates.

Risk Assessment

10. 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

11. 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 C2100048 for Sports Lighting Program.

Invitation to Tender

2. The City issued an open tender T2100048, closing 2pm Wednesday 24 March 2021, seeking to appoint a suitably qualified and experienced contractor to undertake works associated with the Sports Lighting Program.

Table 1 Invitations to Tender

2.1	Medium	**2.2**	Date Advertised
2.3	*eProcure*	2.4	27 February 2021

Tender Evaluation Panel

3. The Tender Evaluation Panel comprised the following staff

Table 2 Tender Evaluation Panel

(a)	Position Title	(b)	Panel role
(c)	Procurement Services Officer	(d)	Chair (non-voting)
(e)	Project Manager, Capital Projects	(f)	Member (voting)
(g)	Co-ordinator, Capital Projects	(h)	Member (voting)
(i)	Project Manager, Capital Projects	(j)	Member (voting)

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; and

   4.2 Tenderer must have a heat and UV radiation exposure management procedure, and if not, must be willing to abide by the City's Heat and UV Radiation Exposure and Outdoor Clothing Procedures (Long/Long).

5. All tenderers complied with the mandatory criteria and all submissions were received before tender close.

Table 3 Tender Submissions Received

Tender		Conforming tender
A	Tender A	Yes
B	Tender B	Yes
C	Tender C	Yes
D	Tender D	Yes
E	Tender E	Yes
F	Tender F	Yes

Tender Evaluation

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

Table 4 Comparative Criteria Weighting

Comparative Criteria	Weighting %
Methodology and Plan	50%
Capability and Experience	40%
Economic and Social Sustainability Considerations	10%

7. The tender was evaluated by the evaluation panel in a two staged process:

   7.1 Qualitative assessment of a weighted score totalling 100%; and

   7.2 Evaluation of price against weighted score:
   VFM = Tendered Price ÷ Weighted Score (lowest VFM Score = preferred supplier).

8. Power Street Electrics were the highest qualitative scorer and with and without the discount applied were the best Value for Money. For this reason, Power Street Electrics was the only tenderer that progressed to the interview stage of evaluation.

Tender Evaluation Scores

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

Table 5 Tender Evaluation Scores

Tender		Rank
A	Power Street Electrics	1
B	Tender B	2
C	Tender C	3
D	Tender D	4
E	Tender E	5

Post-Tender Contact

10. The Evaluation Panel sought clarifications in writing from Power Street Electrics and were satisfied that their tender submission met all specifications. The interview was held Wednesday 5 May 2021. At interview, Power Street Electrics demonstrated their ability to deliver the contract and illustrated that they have undertaken the appropriate due diligence and have allocated the required resources.

11. Power Street Electrics demonstrated a thorough understanding of the requirements of the specification with a proven record of delivering comparable contracts.

12. Power Street Electrics submission identified all the experienced personnel and subcontractors required for this program.

13. Power Street Electrics' 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.

14. Power Street Electrics' 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

15. No probity issues were identified.

Cr Harwood re-entered the meeting room at 9.13pm

12. BIRNAM COURT, BELMONT – INTENTION TO DECLARE STREET CONSTRUCTION SPECIAL CHARGE SCHEME 365

Source: **City Services – Engineering Services**
Director: **Guy Wilson-Browne**

Purpose

1. This report seeks a resolution by Council of its intention to declare a Special Charge Scheme to fund the road construction and sealing of Birnam Court, Belmont.

Background

2. The proposed road construction and sealing works have been developed in response to several resident requests to seal the unsealed road in Birnam Court. As a no through road, Birnam Court is the final road in the local area that is unsealed. Sealing the road will improve amenity, road safety and limit impacts from dust to the adjacent properties.

3. The original requests were for the sealing of Birnam Court only. The City will fund the renewal of kerb, channel and associated drainage infrastructure to complete the infrastructure for all properties to current urban standards.

Key Matters

4. The total Scheme cost is estimated at $78,750. Property owners will be required to contribute the full amount of $78,750 based on the apportionment of cost and special benefit to adjacent properties.

5. As part of the works, the City will fund the renewal of kerb, channel and drainage in the court, estimated as $59,292.

6. The estimated cost and apportionment are shown in **Attachment 4** – Schedule C.

7. There are eight residential properties abutting the proposed Scheme that will receive special benefit. Residents returned six surveys, four expressed their support for the road construction and sealing to proceed and two did not support the improvements due to cost. There are no City owned properties in the Scheme.

8. Based on the majority support, the Scheme has been prepared in accordance with the special rate and charge provisions of the Local Government Act 1989, along with Council's Special Rates and Charges Policy and community engagement guidelines.

Cr Harwood moved, Cr Moloney seconded -

That Council:

9. Gives notice of its intention to declare a Special Charge Scheme in accordance with Section 163 (1A) of the Local Government Act 1989 (the Act), as follows:

9.1 The Special Charge is declared for a period of five years commencing at the start of construction.

9.2 The Special Charge be declared for the purpose of defraying expenses incurred by the City in relation to road sealing at Birnam Court, Belmont.

9.2.1 Council considers the works will be a special benefit to those persons required to pay the special charge (and who are described in succeeding parts of this Resolution); and

9.2.2 The Scheme arises out of Council's function of planning for and providing infrastructure for property owners.

9.3 The total cost of Scheme be recorded as $78,750.00, refer Attachment 2 – Schedule A.

9.4 It be recorded that, for the purposes of Section 163 (2A) of the Act, (refer to Attachment 3, Schedule B) the special charge proceeds will not exceed the amount calculated in accordance with the prescribed formula (R x C = S), where:

9.4.1 'benefit ratio' ® is calculated at 1 represents the special benefits to all persons liable to pay the special charge;

9.4.2 'total cost' © of performing the function described in part 1 (b) of this resolution based on estimated cost be recorded as $78,750.00; and

9.4.3 'maximum levy' (S) be recorded as $78,750.00.

9.5 The following be specified as the area for which the special rate is so declared:

9.5.1 the area within municipal district of Council highlighted in the plan at Attachment 5.

9.6 The following be specified as the land in relation to which the special charge so declared:

9.6.1 land within the area shown on the plan at Attachment 5.

9.7 The following be specified as the criteria which form the basis of the special charge so declared:

9.7.1 ownership of any land described in Section 8.6 of this Resolution.

9.8 The following be specified as the way the Special Charge so declared will be assessed and levied:

9.8.1 the property receives an access and amenity benefit;

9.8.2 the maximum levy includes an access and amenity benefit;

9.8.3 the special charge will be levied by sending a notice to the person who is liable to pay, pursuant to section 163(4) of the Act.

9.9 Having regard to the preceding parts of this Resolution but subject to Section 166 (1) of the Act, it be recorded that:

9.9.1 the owner of the land described in column 1 and column 2 is liable for the estimated amount set out in column 3 of Attachment 4 – Schedule C; and

9.9.2 the owner may, subject to any further resolution of Council pay the special charge in the following manner:

9.9.2.1 the charge will become due and payable within one month of the issue of the notice requesting payment pursuant to Section 167 (3) of the Act;

9.9.2.2 interest will not be charged for six months after the issue of the notice provided the person liable makes timely payment in accordance with any repayment arrangements that may be agreed on by the City; and

9.9.2.3 in accordance with Section 172 of the Act, the interest rate payable on the special charge which has not been paid by the specific date is set at the City's overdraft rate, reviewed every three months (provided that it shall not exceed the rate fixed by the Governor in Council by Order for the purposes of Section 172 (2A) in which case the rate of interest shall be the maximum rate fixed by the Governor in Council by Order for the purposes of this section).

10. Consider any submission made under Section 223 of the Act and the proposed declaration via Council's Submission Review Panel, and then by Council at a subsequent meeting, at which time Council will consider making declaration in the form proposed.

11. Authorise the Chief Executive Officer to give public notice of the proposed declaration in accordance with sections 163 (1A) and (1B) of the Act and send a copy of the public notice to the person who is liable to pay the special charge in accordance with Section 163 (1C) of the Act.

Carried.

Attachment 1

Financial Implications

1. Proposed contributions from property owners for the road construction and sealing Scheme is $78,750.

2. The City will fund $59,292 for renewal of kerb, channel and drainage. These works are excluded from the Scheme.

3. An allocation is included in the 2020/21 Street Construction Sub-program for the City's contribution and will be carried over to 2021/22, should the Scheme proceed.

4. Special charges are the key source of revenue for Council's road and footpath construction programs to ensure the ongoing delivery of a range of important transport services to the local community. In times of emergency, such as with the COVID-19 pandemic, it is recognised that significant hardship can be experienced by the members of the community:

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

Community Engagement

5. To develop the Scheme to an intention to declare stage, in January 2021 an initiation letter including a concept plan, cost estimate, apportionment of charges, survey and a link to the Special Rates and Charges information on City's website was sent to property owners.

6. There are eight residential properties abutting the proposed road construction and sealing that will receive special benefit. Responses were received from six property owners. Of these, four respondents expressed their support for the road sealing and two respondents did not support on grounds of cost.

7. On balance of the support received and previous community requests for the City to implement a Special Charge Scheme for road construction, it is not considered necessary to undertake further consultation for an intention to declare a Special Charge Scheme.

8. The Special Charge Scheme process is described in **Attachment 6**.

9. Further correspondence will be sent to all affected property owners should Council resolve to make its intention to declare the Special Charge Scheme.

Social Equity Considerations

10. The provision of properly sealed and drained roadways is aligned to the Council Plan and provides improved amenity, connectivity and safety for motorists and pedestrians.

11. Council is not required to levy a special rate or charge on any or every property that will receive a special benefit. A property with a special benefit may be excluded from the Scheme for any of the following reasons:

    11.1 Council is unable to levy a special charge on the property;

    11.2 The owner of the property has already contributed to the costs of the works through a development levy;

11.3 Council considers that there are advantages for the municipality in excluding the property from the Scheme;

11.4 Council considers that the special benefits for the property are marginal and would not warrant including the property in the Scheme; or

11.5 Any other reason that Council considers appropriate.

Policy/Legal/Statutory Implications

12. The Scheme has been prepared in accordance with the Special Rate and Charge provisions of the Local Government Act 1989 including the 2004 Ministerial Guideline and Council's Special Rates and Charges Policy and Community Engagement Guidelines.

Alignment to Council Plan

13. These works primarily align with the Council Plan principle of Integrated Transport Connections and key priority to improve our road management and engagement program.

13.1 These works also directly respond to the Council Plan action to implement a program of infrastructure upgrades including streets, roads and drains.

14. Other connections to the Council Plan include:

14.1 An investment into sustainable infrastructure for the Belmont community, reducing operation and maintenance liability; and

14.2 Encourages use of active transport, such as cycling due to the road construction creating a safer public space.

Conflict of Interest

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

Risk Assessment

16. During the design stage, it was identified that there is an asbestos pipe owned by Barwon Water. Barwon Water have assessed the site and confirmed construction can proceed with care when working in proximity to the pipe. To manage this risk, it should be specified in the tender and contract of this Scheme that contractors are aware of this pipe and the modified construction methodology when working over this water main. Liability for damage to this water main would rest with the contractor.

17. Sealing Birnam Court will provide safer driving conditions for motorists with a defined and standard road profile. The improved drainage with kerb and channel will reduce the hazards associated with water over roads and the effects of nuisance flooding.

18. In making its intention to declare the Scheme, Council is subject to the submission process made under Section 223 of the Act and potential for the Scheme to subsequently be referred to VCAT in making a final determination.

Environmental Implications

19. The road infrastructure proposal provides sealed access, improved drainage and amenity as dust and mud concerns are mitigated.

20. No significant vegetation removal will be required to complete the project.

21. The City will encourage the use of recycled materials for the project construction.

Attachment 2

SCHEDULE A

BIRNAM COURT, BELMONT COST ESTIMATE FOR ROAD SEALING AND RENEWAL OF KERB, CHANNEL AND DRAINAGE

ITEM	DESCRIPTION	QUANTITY	UNIT	RATE $	AMOUNT $	COGG	SRC
1.00	**GENERAL (SRC)**						
1.01	Initial site establishment and set up, decamping and site cleanup and other fixed costs up to time of completion of works.	1	Item	$10,000.00	$10,000.00	50%	50%
1.02	Traffic management costs.	1	Item	$10,000.00	$10,000.00	50%	50%
1.03	Setting out of works.	1	Item	$1,000.00	$1,000.00	100%	0%
1.04	Service / Cable locations	1	Item	$700.00	$700.00	50%	50%
2.00	**EARTHWORKS & DEMOLITION (SRC)**						
2.01	Excavation and disposal of all materials to limits of work as indicated on plan, including trimming for new road pavement, excavation of soft spots and removal of concrete.	185	m^3	$60.00	$11,100.00	0%	100%
2.02	Saw-cutting of Asphalt paving.	25	m	$10.00	$250.00	100%	0%
2.03	Saw-cut of concrete paving (existing driveways)	36	m	$10.00	$360.00	100%	0%
2.04	Saw-cut of concrete kerb and channel	1	Item	$250.00	$250.00	100%	0%
3.00	**PAVEMENT WORKS**						
3.01	300mm compacted depth Class 2 20mm crushed rock, supplied, spread and compacted.	180	m^3	$120.00	$21,600.00	0%	100%
3.02	30mm compacted depth 10mm nominal size type N Asphalt spread and compacted including emulsion prime & grit using a paver.	645	m^2	$35.00	$22,575.00	0%	100%
4.00	**DRAINAGE**						
4.01	Modify existing pit to match finished surface level and supply and fit Class C FRP SEP type cover.	1	No.	$770.00	$770.00	100%	0%
4.02	Connect existing houshold storm water to kerb and channel. Including excavation, supply and placement of kerb adapaters.	13	No.	$200.00	$2,600.00	100%	0%
5.00	**CONCRETE WORKS:**						
	KERB CROSSING CONSTRUCTION						
5.01	Vehicle crossing layback to match existing, including bedding & formwork.	9	No.	$300.00	$2,700.00	100%	0%
5.02	Pram crossing 1.5m wide, including fine crushed rock bedding.	2	No.	$250.00	$500.00	100%	0%
5.03	Concrete Road Crossing Kerb including fine crushed rock bedding.	24	m	$145.00	$3,480.00	100%	0%
	KERB REPLACEMENT						
5.04	B2 Barrier kerb and channel (removing ex kerb) 450mm wide , including fine crushed rock bedding and reinstate nature strip.	181	m	$150.00	$27,150.00	100%	0%
SUB-TOTAL : A					**$115,035**	**$49,410**	**$65,625**
	PROVISIONAL ITEMS						
			No		$0.00		
			No		$0.00		
SUB-TOTAL : B					**$0**	**$0**	**$0**
SUB-TOTAL : C (=A+B)					**$115,035**	**$49,410**	**$65,625**
20% CONTINGENCY : D					**$23,007**	**$9,882**	**$13,125**
CONSTRUCTION COST ESTIMATE : E (=C+D)					**$138,042**	**$59,292**	**$78,750**

Attachment 3

SCHEDULE B

BIRNAM COURT, BELMONT - BENEFIT RATIO FOR SEALING AND CONSTRUCTING KERB AND CHANNEL

A Purpose

To seal Birnam Court and renew existing drainage and kerb and channel.

B Coherence

The works finalise the sealing of all roads in the area and renewal of existing kerb, channel and drainage within the court bowl. The Scheme will provide special benefit to the properties adjacent to Birnam Court. Renewal works are funded from the City's renewal budget and are excluded from Scheme costs.

C Total Cost C

Total estimated cost of Scheme road sealing works

TOTAL COST **$78,750.00**

D Identify Special Beneficiaries

6 properties with frontage and 2 with side boundary driveway access from Birnam Court are considered to receive a combination of access and amenity benefits.

E Estimate of Total Special Benefits out of the Scheme -TSB (out)

There are nil land parcels which are fully non-rateable that are considered to receive special benefit but are out of the Scheme.

	TSB (out) =		
Properties Excluded	**0**	**0**	**BU**

F Estimate of Total Special Benefits in the Scheme - TSB (in)

We will consider the total benefits to each property in terms of Benefit Units (BU). The road sealing of Birnam Court is considered to provide special benefit to the properties accessed from Birnam Court. Benefits are considered in terms of Access and Amenity (access = 1.0BU and amenity = 1.0BU). There are 8 Lots receiving benefit from the Scheme at a total of 16 BU.

Properties Included	**TSB (in) =**	**16**	**BU**

G Estimate of Total Community Benefit -TCB

There are no direct benefits to other people in the community. People using the court are only accessing or servicing the properties that have been identified as receiving special benefit. There are no amenity benefits apportioned for the wider community. TCB is calculated as follows:

TCB = 0.00 BU

H Calculate "Benefit Ratio" - R

Benefits Ratio = $\frac{\text{TSB (in)}}{\text{TSB (in)} + \text{TSB (out)} + \text{TCB}}$ = **1.000** $\frac{16}{16 + 0 + 0}$

I Maximum Total Levy (S)

Maximum Total Levy S = R X C	**$78,750.00**
City contribution to renewal of existing kerb, channel and drainage	$59,292.00
Total Cost of Project	$138,042.00

Attachment 4

SCHEDULE C

BIRNAM COURT, BELMONT - SPECIAL CHARGE SCHEME FOR ROAD CONSTRUCTION

Property key	Address	Footpath Cost
226117	15 Eton Road, BELMONT VIC 3216	$9,843.75
226115	13 Eton Road, BELMONT VIC 3216	$9,843.75
221711	5 Birnam Court, BELMONT VIC 3216	$9,843.75
221707	1 Birnam Court, BELMONT VIC 3216	$9,843.75
221710	4 Birnam Court, BELMONT VIC 3216	$9,843.75
221709	3 Birnam Court, BELMONT VIC 3216	$9,843.75
394845	2A Birnam Court, BELMONT VIC 3216	$9,843.75
394846	2B Birnam Court, BELMONT VIC 3216	$9,843.75
	Total	**$78,750.00**

Attachment 5

MAP OF SCHEME AREA



Attachment 6

PROCESS CHART

SPECIAL CHARGE SCHEMES–
(Section 163 – Local Government Act 1989)

BIRNAM COURT, BELMONT

Stage	***Status***	***Description***	***Date***
Approval to prepare Scheme	✓	Decision made to prepare Scheme following consideration of surveys of property owners and feedback from the community. Council may then place the project in the budget system or proceed immediately to prepare a Scheme. Scheme preparation involves survey, design and preparation of an apportionment of costs.	August 2020
Intention to Declare Scheme	✓	Report to Council providing information on Scheme including advice of impending advertising of Scheme and declaration of charge. Seeks Council approval by resolution to proceed with process.	For endorsement
Advertisement		The Scheme is advertised in the local newspaper and all allotted property owners are notified by mail. This advertisement indicates Council's intention and notification to 'declare' a Scheme in a month's time.	
Submissions		From the time of advertising property owners have 28 days (as set down by the Local Government Act) to lodge submissions, either in support or opposition to the Scheme.	
Submissions Review Panel Hearing		A Submissions Review Panel is convened and meets to consider submissions. Some submissions are written only, and other submitters may wish to be heard by the Panel. The Panel makes a recommendation to Council regarding the Scheme.	
Declaration Report		Any time 28 days after advertising the Scheme and after the Submissions Review Panel has met and considered submissions, Council considers a report and may proceed to "declare" the charges in accordance with its advertised intent. Subsequent to this the Chief Finance Officer issues levy notices to property owners and there is a formal charge placed on the property. This is the final step in the process for Council to make a decision on the Scheme.	
Appeal		Property owners may lodge an application for review with the Victorian Civil and Administrative Tribunal (VCAT) within one month of issue of the levy notice. An appeal is listed, heard and determined by the Tribunal and this process generally takes three to four months. Decisions made by VCAT are binding on all parties.	
Construction		The City proceeds to construct the works. Invoices are issued seeking payment of the estimated cost within one month of commencement.	
Final Cost Report		At the completion of the works the Scheme is "finalised" considering actual costs incurred and payments are adjusted accordingly.	

13. REVOCATION OF FLOOD PRONE AREA DESIGNATION OF NEW LOTS AT ANCHORIDGE, STAGE 10 AND STAGE 11

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, Stages 10 and 11 as liable to flooding pursuant to regulation 153 of the *Building Regulations 2018*.

Background

2. Council has a statutory obligation under the *Building Regulations 2018* to designate land as liable to flooding where it reasonably knows it to be prone to flooding. Conversely, there is an obligation to remove the encumbrance of designation from land that is no longer considered to be flood-prone.

3. The current designated flood mapping (**Attachment 2**) was designated by Council at its meeting of 12 December 2006.

4. This revocation will result in another two stages of new lots in Anchoridge Estate, one fronting 30A Avonbury Drive, Armstrong Creek and the other fronting Buchanan Boulevard, Armstrong Creek being free of their flood prone status, paving the way for homes to be built on this land.

Key Matters

5. The flood mapping is subject to a revision due to the subdivision and development at 30A Avonbury Drive, Armstrong Creek & Buchanan Boulevard, Armstrong Creek prior to subdivision the parent lots were considered liable to flooding. These development sites, which are also known as Anchoridge, Stages 10 and 11 achieves flood immunity for newly created lots for flood events up to and including the 100-year Average Recurrence Interval (**ARI**) event due to the completion of approved internal works.

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 Moloney moved, Cr Nelson seconded -

8. That Council revoke the Council designation of 12 December 2006 of flood affected land at Anchoridge, Stages 10 and 11 as liable to flooding pursuant to regulation 153 of the *Building Regulations 2018*.

Cr Kontelj left the meeting room at 9.13pm
Cr Kontelj re-entered the meeting room at 9.14pm

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 Council officers or contractors who have provided advice in relation to this report have declared a general or material 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



14. PROPOSED PARTIAL ROAD DISCONTINUANCE AND SALE – ABUTTING 58 WALLINGTON ROAD, OCEAN GROVE

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

Purpose

1. To seek Council approval to initiate the statutory process for the proposed discontinuance and sale of approximately 36m^2 of road reserve abutting Wallington Road, Ocean Grove as shown in **Attachment 2.**

Background

2. The City has been approached by the abutting property owner at 58 Wallington Road, Ocean Grove, requesting the opportunity to purchase approximately 36m^2 of part road reserve abutting Wallington Road, Ocean Grove. See **Attachment 2** for location.

3. The owner of 58 Wallington Road, Ocean Grove is also the owner of 56 Wallington Road, Ocean Grove and has applied to purchase a larger portion of the road reserve in one transaction.

4. Council on 23 March 2021 resolved to commence the community engagement process for a portion of land abutting 56 Wallington Road, Ocean Grove.

5. An additional community engagement process is required for the portion of road abutting 58 Wallington Road.

Key Matters

6. Wallington Road, Ocean Grove is a government road.

7. The portion of road is not on the Municipal Road Register and does not provide for traffic movement or parking.

8. The site is currently and historically been used as informal, outside dining, behind a fence at the premises 58 Wallington Road, Ocean Grove known as “The Groove Café”.

9. The property owner would like the opportunity to acquire the area to formalise the outdoor eating area.

10. Internal and external authorities have been consulted on the proposed discontinuance and sale. All stakeholders contacted support the discontinuance and sale.

Cr Mason moved, Cr Sullivan seconded -

11. That Council:

11.1 Give notice in accordance with section 223 of the *Local Government Act 1989* and the Community Engagement Policy of its intention to discontinue and sell the land which is represented as a part of the shoulder of Wallington road and invite submissions in relation to the discontinuance and sale;

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.

Cr Nelson left the meeting room at 9.17pm

Carried.

Attachment 1

Financial Implications

1. The sale of this portion of road will be sold at market value. The portion of land is approximately 36m$^{2.}$

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 in accordance with s223 of *Local Government Act 1989* (LGA 1989) and the Community Engagement Policy, will be required for the proposed discontinuance and sale outlined in this report. This provides an opportunity for the community to provide its feedback to Council on the proposed discontinuance and sale.

4. Any person will have an opportunity to make a written submission on the proposed discontinuance and sale. 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 and sale.

Policy/Legal/Statutory Implications

6. Council has the power to discontinue a road under Clause 3 of Schedule 10 of LGA 1989, by notice published in the Government Gazette.

7. A person may make a submission in accordance with section 223 of LGA 1989 and the Community Engagement Policy, on the proposed exercise of the power to discontinue a road in accordance with Clause 3 of Schedule 10.

8. A person may make a submission in accordance with the Community Engagement Policy, as provided for in section 114 (2)(b) of the *Local Government Act 2020* (LGA 2020) on the proposed sale of the land in the discontinued road.

9. Any person will have an opportunity to make a written submission on the proposed discontinuance and sale. 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.

10. The road discontinuance and sale process are completed in accordance with both the LGA 1989 and LGA 2020. The road discontinuance is completed in accordance with the LGA 1989 and the sale of the land is completed in accordance with the LGA 2020.

Alignment to Council Plan

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

Conflict of Interest

12. There is no identified conflict of interest, general or material for any officer involved in the preparation of the road discontinuance, sale of land or the submissions process.

Risk Assessment

13. 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, Powercor and VicRoads.

14. Internal stakeholders support the commencement of the process to discontinue this laneway.

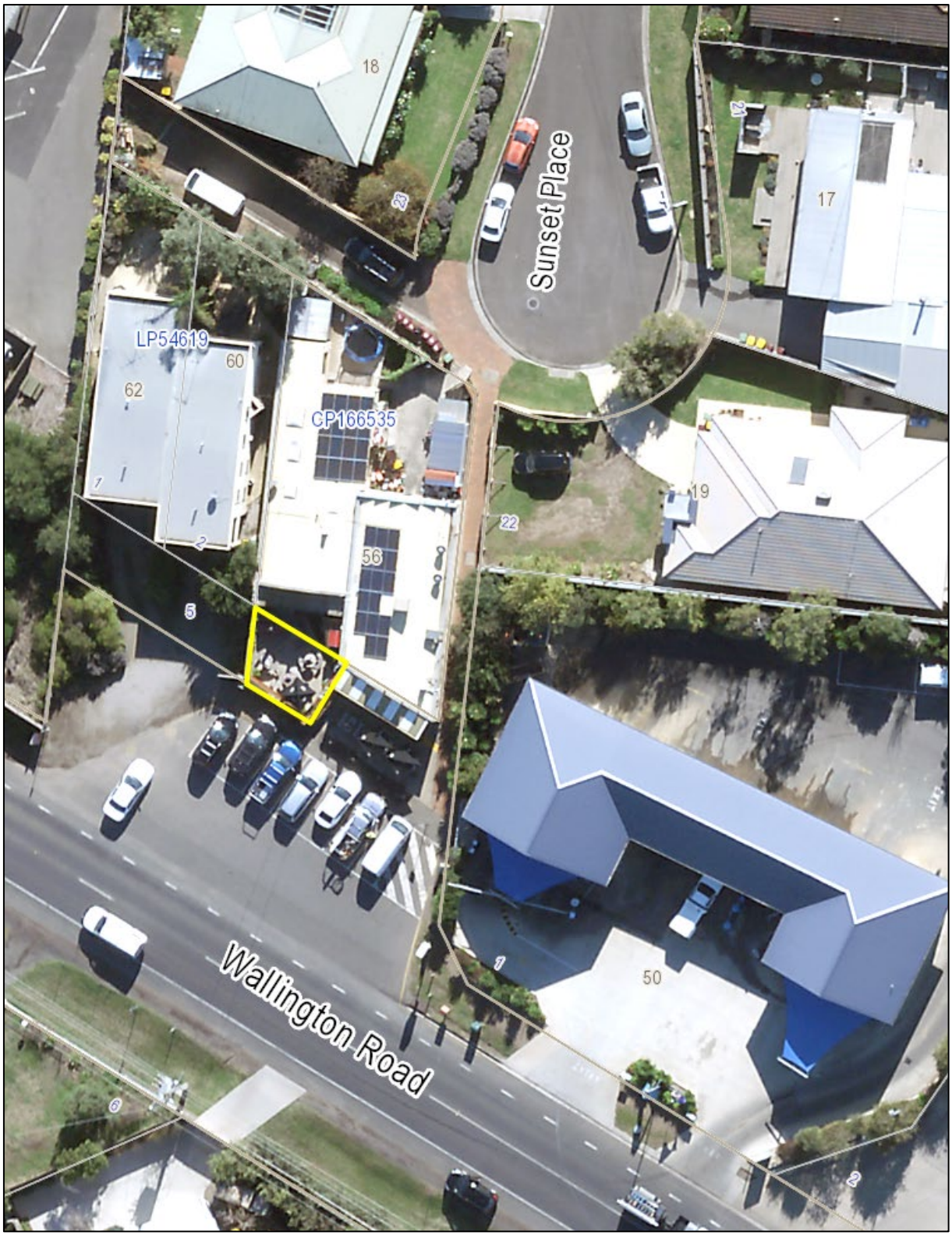
15. There are no other notable risks associated with the implementation of the recommendations.

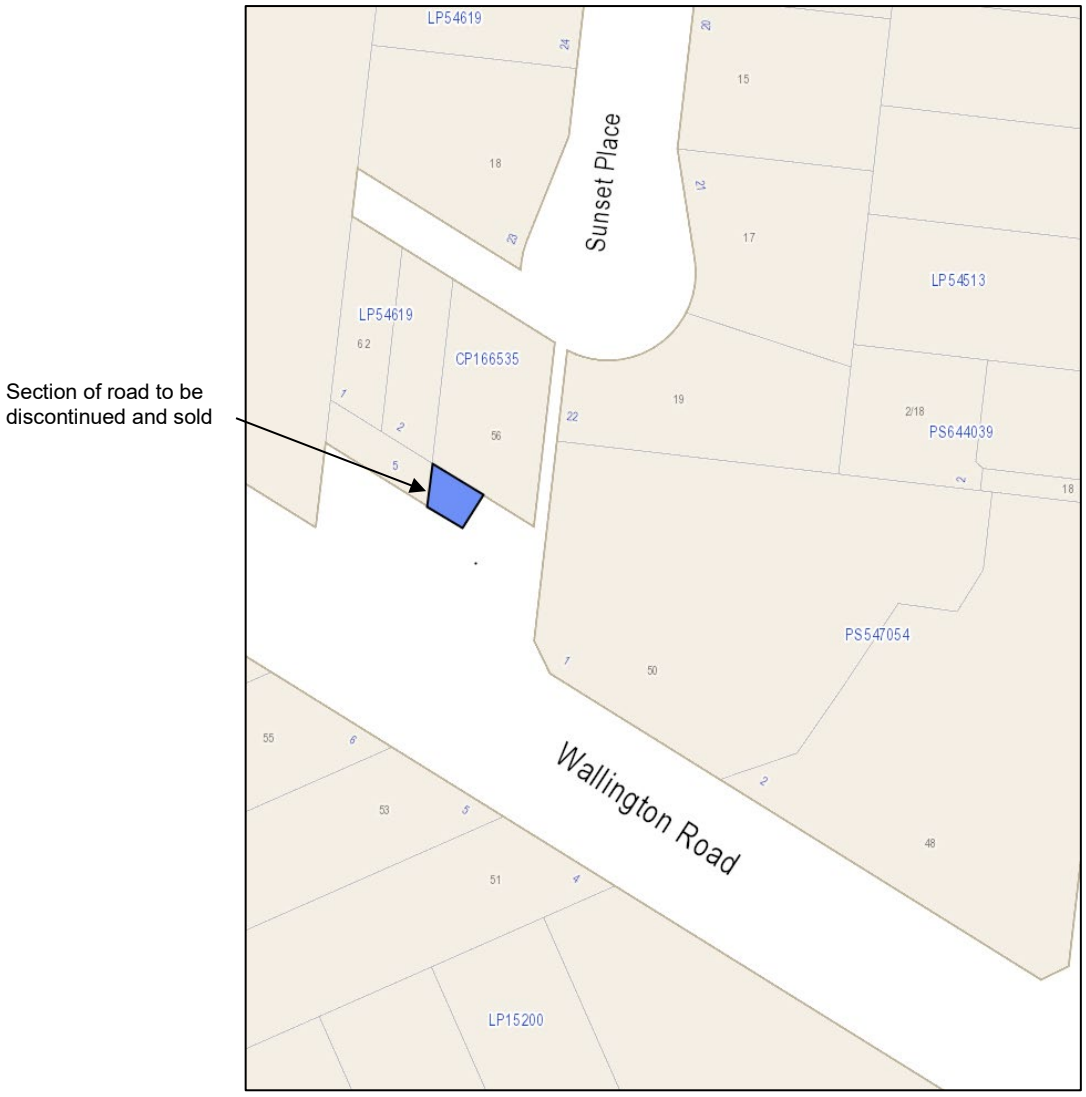
Environmental Implications

16. There are no environmental implications to this proposal.

Attachment 2

Proposed Road Discontinuance and Locality Plans




Section of road to be discontinued and sold
LP54619
Sunset Place
LP54619
CP166535
LP54513
PS644039
PS547054
Wallington Road
LP15200
Proposed Road Discontinuance and Sale

15. COUNCILLOR ALLOWANCES DETERMINATION

Source: **Office of Chief Executive - Governance**
Chief Executive Officer: **Martin Cutter**

Purpose

1. To determine Councillor allowances in accordance with section 74 of the *Local Government Act 1989* (LGA 1989).

Background

2. At the 23 March 2021 meeting, Council resolved to:

   2.1 "in accordance with section 223 of the Local Government Act 1989 provide public notice of Council's intention to continue to set Councillor allowances at $31,444 per annum;

   2.2 note that this amount of $31,444 is the allowance set by Council in 2019 and that there has not been an increase since that time;

   2.3 advertise that written submissions must be received by 5.00pm on 27 April 2021;

   2.4 appoint a Submission Review Panel (Panel) to consider any written submissions and hear persons wishing to address the Panel on the proposed Councillor allowances; and

   2.5 receive a report on the outcomes of the review of Councillor allowances."

Key Matters

3. A section 223 public submission process for the review of Councillor allowances was conducted, including:

   3.1 advertisement in the local papers; and

   3.2 publication on the City's website, "Have Your Say" page.

4. Submissions opened on 24 March and closed 27 April 2021.

5. No submissions were received, and it is proposed that the allowance for Councillors is set at the rate established in 2019.

Cr Grzybek moved, Cr Sullivan seconded -

6. That Council adopt the Councillor allowance amount of $31,444 per annum, as set at the rate established by Council in 2019.

Cr Nelson re-entered the meeting room at 9.18pm

Carried.

Attachment 1

Financial Implications

1. The City's budget provides for the payment of Councillor allowances.
2. There are no financial implications associated with the budget as the Minister has notice of decision not to apply any increases from December 2020 in relation to Councillor allowances.

Community Engagement

3. The review of Councillor allowance amounts is subject to statutory community consultation provided by section 223 of the LGA 1989.

Social Equity Considerations

4. The allowance recognises the significant workloads that continue to increase in line with the City's growth.
5. The allowance enables those committed to civic leadership to better inform their choices about public service, their careers and financial future whilst balancing family and public life.

Policy/Legal/Statutory Implications

6. Local Government Victoria has advised that the allowance framework under the *Local Government Act 1989* continues until the Victorian Independent Remuneration Tribunal makes its first determination under the LGA 2020. The Remuneration Tribunal has not yet been requested to make a determination and when it has, the Tribunal has six months to make a determination from the date requested. Consequently, council was required to undertake a review of allowances under s74(1) of the LGA 1989.
7. This proposal complies with sections 74, 74A and 223 of the LGA 1989.
8. The Governor in Council by Order in Council has most recently set the Councillor allowance category for the City as Category 3 effective on 27 October 2012, as published in the 5 July 2012 Victoria Government Gazette.
9. The Minister conducted annual reviews of the limits and ranges of Councillor allowances under section 73B of the LGA 1989. The most recent review approved an adjustment factor of 2.0%, effective on 1 December 2019 and was published in the 13 November 2019 Victoria Government Gazette in the Minister's notice made under section 73B(4) of the LGA 1989.

Alignment to Council Plan

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

Conflict of Interest

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

Risk Assessment

12. There are no high or extreme risks associated with implementing the recommendation contained in this report.

Environmental Implications

13. There are no environmental implications associated with the subject of this report.

16. AUDIT AND RISK COMMITTEE CHARTER AMENDMENT

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

Purpose

1. For Council to adopt the updated Audit and Risk Committee Charter (the Charter).

Background

2. In accordance with the *Local Government Act 1989* and its associated regulations, independent members of Audit and Risk Committees were required to submit Personal Interest Returns.

3. The *Local Government Act 2020* (the Act) and its associated regulations are now largely in force and the requirement for independent members of Audit and Risk Committees to submit Personal Interest Returns no longer exists.

4. The Audit and Risk Committee endorsed at its meeting held on 19 May 2021 the deletion of the final sentence from section 10 of the Charter related to Personal Interest Returns.

5. The Committee also endorsed an amendment to the Charter adding that the Chair will meet with Council regularly, and no less than two times per year.

6. The final change relates to the update of the Authorising Officer of the Charter, being now the Director Customer & Corporate Services.

Key Matters

7. The Charter has been updated and changes are highlighted in **Attachment 2.**

8. The Audit and Risk Committee endorsed the updated Audit and Risk Committee Charter on 19 May 2021 and recommends that Council adopt the Charter, as per **Attachment 3**.

Cr Grzybek moved, Cr Aitken seconded -

9. That Council adopt the updated Audit and Risk Committee Charter.

Carried.

Attachment 1

Financial Implications

1. There is no financial implication in the adoption of this report.

Community Engagement

2. There is no community engagement implication related to this report.

Social Equity Considerations

3. There is no social equity implication related to this report.

Policy/Legal/Statutory Implications

4. As detailed in the charter attached.

Alignment to Council Plan

5. The Audit and Risk Committee supports the Council to achieve its organisational leadership, strategy and governance strategic priority.

Conflict of Interest

6. There is no conflict of interest general or material for officers involved in the preparation of this report.

Risk Assessment

7. Oversight of risk management practices at the City is a key role of the Audit and Risk Committee, and details are provided in the Charter attached.

Environmental Implications

8. There is no environmental implication related to this report.

Attachment 2

THE CITY OF
GREATER GEELONG

AUDIT AND RISK COMMITTEE CHARTER

VERSION: ~~2~~ 3

Approval Date: ~~1 September 2020~~ TBA

Approved by: COUNCIL

Review Date: MAY ~~NOV~~ 2023

Responsible Officer: MANAGER INTEGRITY AND RISK

Authorising Officer: DIRECTOR ~~GOVERNANCE STRATEGY AND PERFORMANCE~~ CUSTOMER AND CORPORATE SERVICES

CITY OF GREATER GEELONG

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Introduction

BACKGROUND

The Committee's previous Charter was reviewed and approved by Council on ~~20 November 2019~~ 1 September 2020. This Charter has been developed in accordance with the Section 54(7) of the *Local Government Act (Vic) 2020* (the Act). ~~which states: *A Council must approve the first Audit and Risk Committee Charter and establish the first Audit and Risk Committee on or before 1 September 2020.*~~

PURPOSE

The City of Greater Geelong (Council) has established an Audit & Risk Committee (Committee) pursuant to section 53(1) of the Act.

The purpose of the Committee is to provide a structured, systematic oversight of Council's governance, assurance, risk management and internal control practices to assist Council to discharge its obligations in relation to these matters. This oversight mechanism also serves to provide confidence in the integrity of these practices, the Council and the City.

COMMITTEE'S RESPONSIBILITIES

The Committee is responsible for[1]:

- Monitoring compliance of Council policies and procedures with:
    - The overarching governance principles set out in section 9 of the Act; and
    - The Act and the regulations and any Ministerial Directions;
- Monitoring Council financial and performance reporting;
- Monitoring and providing advice on risk management and fraud prevention systems and controls; and
- Oversight of the internal and external auditor functions.

[1] Section 54(2) LGA 2020

Definitions

This section defines the key terms used in this Charter.

ACT

The *Local Government Act (Vic) 2020*

CITY

The City of Greater Geelong organisation, led by the Chief Executive Officer.

COMMITTEE

The Audit and Risk Committee established pursuant to section 53(1) of the Act.

COUNCIL

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

DELEGATED COMMITTEE

Means a committee established by Council pursuant to section 63 of the Act.

The Charter

1. AUTHORITY

The Committee is directly responsible to the Council for its performance in discharging its responsibilities as set out in this Charter.

The Committee has no delegated authority from Council[2] unless specifically provided by Council from time to time. Any delegated authority shall be temporary and may only relate to specific matters as directed by Council.

The Committee has no executive authority to implement actions in areas over which management has responsibility and has no delegated financial responsibilities.

The Committee has no management functions and is independent of management.

2. SUPPORT

The Committee will have access to appropriate management support to enable it to discharge its responsibilities effectively, including[3]:

2.1 Appropriate support for development of meeting agendas and papers, minute taking during meetings and follow up actions arising from meetings;

2.2 The provision of any information that it deems necessary including records, data and reports;

2.3 Attendance of management and other relevant employees at meetings as appropriate; and

2.4 Access to independent experts where it considers that necessary to execute its duties, subject to prior agreement with the Chief Executive Officer.

3. OBJECTIVE

The Committee's objective is to oversee the matters detailed in clause 4 below as well as:

3.1 The integrity of external reporting, including both periodic management financial reports and external financial reports;

3.2 The scopes of work, objectivity, performance and independence of the external and internal auditors;

3.3 The maintenance of effective systems and controls to safeguard Council's financial and physical resources;

3.4 The maintenance of policies, systems and procedures designed to ensure that Council complies with relevant statutory and regulatory requirements and best practice guidelines; and

[2] Section 53(2) LGA 2020
[3] Section 54(2) LGA 2020

3.5 The maintenance of frameworks, strategies and systems that enable effective recognition of material risks arising from Council's strategies and operations and actions taken to manage those risks.

In carrying out its work, the Committee must promote the City's values and appropriate ethical and governance standards and practices.

4. OVERSIGHT

The Committee will provide oversight of a number of governance and operational functions as detailed below.

4.1 Financial Reporting

The Committee will:

4.1.1 Review significant accounting and external reporting issues, including complex or unusual transactions and highly judgemental areas, changes to accounting policies, recent accounting, professional and regulatory pronouncements and legislative changes, and understand their effect on the annual financial report;

4.1.2 Review the annual financial report and performance statement and consider whether they are complete, consistent with information known to Committee members and reflects appropriate accounting treatments;

4.1.3 Review with management and the external auditors the results of the audit, including any difficulties encountered by the auditors;

4.1.4 Recommend the adoption of the annual financial report and performance statement to Council; and

4.1.5 Review the appropriateness of the framework and content of periodic management financial reporting to Council.

4.2 Risk Management and Business Continuity

The Committee will:

4.2.1 Review the risk management framework, strategy and action plan biannually;

4.2.2 Review the business continuity frameworks of the City annually;

4.2.3 Review management's assessment of the risk profile of the City;

4.2.4 Review management's programme of business risks assessment to ensure that key risks for both strategic and operational areas are identified and managed effectively to mitigate exposures of the City;

4.2.5 Review the insurance programme annually prior to renewal; and

4.2.6 Oversees management process and systems in relation to cyber security, including strategy, assets protection, testing and recovery.

4.3 Systems and controls to safeguard the City's resources

The Committee will:

4.3.1 Review the adequacy and effectiveness of systems and controls for providing a sound internal control framework;

4.3.2 Consider management processes for identification of the need to revise systems and controls;

4.3.3 Determine whether systems and controls are reviewed regularly and updated where required;

4.3.4 Ensure that a programme is in place to sample test, at least annually, compliance with systems and controls;

4.3.5 Review policies and procedures in place for the setting and management of delegations of authority annually;

4.3.6 Keep informed of any actual or suspected instances of fraud or corruption within the City;

4.3.7 Review the Chief Executive Officer's expense reports; and

4.3.8 Review the expense reports for Councillors and all members of Delegated Committees in accordance with the Act[4].

4.3.9

4.4 External Audit

The Committee will:

4.4.1 Annually review the audit scope and approach proposed by the external auditor, including the extent of reliance on internal audit activity;

4.4.2 Discuss with the external auditor any audit issues encountered in the normal course of audit work, including any restriction on scope or access to information;

4.4.3 Ensure that significant findings and recommendations made by the external auditor, and management's responses to them, are appropriate and acted upon in a timely manner;

4.4.4 Consider the findings and results of any relevant performance audits undertaken by the external auditor and monitor implementation of recommendations by Council; and

4.4.5 Meet with the external auditor at least annually in the absence of management.

4.5 Internal Audit

The Committee will:

4.5.1 Review with management the Internal Audit Charter, activities, resourcing and organisational structure supporting the internal audit function;

4.5.2 Review the provision of internal audit services and the performance of the Internal Auditor annually;

4.5.3 Review and recommend to the Council for approval the three-year rolling strategic internal audit plan, the annual internal audit plan and any major changes to them, ensuring the proposed strategic internal audit plan appropriately considers the City's strategic risks;

[4] Section 40(2) LGA 2020

4.5.4 Review and approve proposed scopes for each review in the annual internal audit plan;

4.5.5 Review all reports and provide advice to Council on significant issues identified in audit reports and action being taken on issues raised, including identification and dissemination of good practice;

4.5.6 Monitor action by management on significant internal audit findings and recommendations;

4.5.7 Meet with the Internal Auditor at least twice per year in the absence of management;

4.5.8 Review the effectiveness of the internal audit function and ensure that it has appropriate authority within the business and no unjustified limitations on its work;

4.5.9 Monitor processes and practices to ensure that the independence of the internal audit function is maintained; and

4.5.10 Be consulted during any procurement process for internal audit services.

4.6 Compliance Management

The Committee will:

4.6.1 Review the systems and processes implemented by management for monitoring compliance with legislation and regulations and the results of management's follow up of any instances of non-compliance; and

4.6.2 Keep informed of the findings of any examinations by regulatory or integrity agencies (whether related to investigations at Council or other agencies) and monitor management's response to the findings.

4.7 Other Matters Referred by Council

The Committee will undertake any other activities as requested by the Council from time to time.

4.8 Work Plan

A work plan will be established to ensure that the responsibilities of the Committee are carried out, including oversight of the functions in this section.[5]

The work plan will be reviewed and approved at least annually by the Committee.

5. COMMITTEE MEMBERSHIP

Committee Members and Tenure

5.1 The Committee will be comprised of five voting members, being three independent members, and two Councillor members being the Mayor and one Councillor[6].

5.2 Committee members will be appointed by the Council and:

5.2.1 Councillor Committee members will be appointed annually by Council; and

5.2.2 Independent members will be appointed for a period of up to three years.

[5] Section 54(4) LGA 2020
[6] Section 53(3- LGA 2020

5.3 Independent members may serve a maximum of two consecutive three- year terms. Independent members seeking reappointment for a second term must express their interest in doing so to the Chief Executive Officer no later than 4 months before the end of their current term.

Chairperson

5.4 The Chairperson will be an independent member[7] and will be elected by the Committee annually.

Skills, Experience and Knowledge of Committee Members

5.5 Committee Members should collectively possess sufficient knowledge of audit, risk, IT, law, governance, finance and performance reporting, control environments and assurance processes as well as specific industry knowledge.

5.6 Independent members must collectively have experience in:

5.6.1 public sector management[8]; and

5.6.2 financial management and risk.

Recruitment of Independent Members

5.7 Independent members will be appointed by a public expression of interest process run by the City. The interview panel for the recruitment of independent members shall include one current Committee member.

Remuneration of Independent Members

5.8 Remuneration will be paid to independent members[9]. Fees will be based on a fee per meeting, set by the Chief Executive Officer, which will be indexed by 2% each 1 July.

City Employees Ineligible for Membership

5.9 City employees are not eligible to be members of the Committee[10].

Termination of Membership

5.10 A Committee member who does not comply with their obligations under the Act may have their membership terminated.

6. MEETINGS

Meeting Frequency

6.1 The Committee should meet as required but will hold at least four scheduled meetings per annum plus a meeting to consider the annual financial accounts.

6.2 A schedule of meetings will be determined on an annual basis.

6.3 With the approval of the Committee Chairperson, the Committee may meet at other times at the request of any Committee member, the Mayor, Council or the external or internal auditors.

[7] Section 53(4) LGA 2020
[8] Section 53(3)(i) LGA 2020
[9] Section 53(6) LGA 2020
[10] Section 53(3)(c) LGA 2020

6.4 The Committee may hold a meeting by correspondence to consider matters between scheduled meetings. The meeting will be conducted by circulating resolution. The report outlining the matter and a request to vote on the item will be sent by email.

Meeting Attendance

6.5 A quorum of the Committee will be three Committee members consisting at least of two independent members and at least one Councillor.

6.6 All members are expected to attend meetings. Members who are unable to attend a meeting they must notify the Chairperson as early as possible.

6.7 The Chairperson must notify the Chief Executive Officer if they are unable to attend the meeting. If the Chairperson is unable to attend a meeting, the Committee shall appoint an acting Chairperson for the meeting at which the Chairperson is absent.

6.8 If a Councillor member is unable to attend a Committee meeting, any Councillor may attend the Committee meeting as an authorised delegate for the Councillor member who is unable to attend.

6.9 Any Councillor may attend as an observer.

6.10 The Committee may invite any person to attend meetings.

6.11 The Chief Executive Officer and the Director ~~Governance Strategy & Performance~~ Customer and Corporate Services are required to attend meetings.

6.12 City officers who have prepared reports for the Committee, and their Director, will be required to attend the meeting to present their report at the allocated time.

6.13 Attendance at a meeting may be in person, via teleconference or video conference.

6.14 All Committee members are expected prepare adequately to participate in meetings.

Meeting Administration

6.15 The meeting agenda will be set by the City in consultation with the Committee Chairperson.

6.16 Meeting agendas and papers should be available to Committee members at least one week prior to meetings.

6.17 The Chief Executive Officer will be responsible for preparation and maintenance of agendas, minutes and reports of the Committee[11].

7. MINUTES & REPORTING

7.1 Minutes of each meeting will be provided to the Chairperson within 7 days of each meeting, and following the Chairperson's approval:

7.1.1 Shall be circulated to all Committee members; and

7.1.2 Be reported to the Council and the next Council meeting under a confidential report.

7.2 The Committee must prepare a biannual audit and risk report that describes the activities of the Committee and includes its findings and recommendations[12] and provide a copy of

[11] Section 54(6)(a) LGA 2020
[12] Section 54(5)(a) LGA 2020

the biannual report to the Chief Executive Officer, who must table the report at the next Council meeting[13].

7.3 The Chief Executive Officer must table a copy of the Committee's annual performance assessment at the next Council meeting[14].

7.4 Before the Annual Report is approved each year, the Committee shall report in writing to the Council on its activities for the year.

7.5 The Chairperson will meet with ~~attend meetings and/or briefings as required by the~~ Council regularly, and not less than two times per year to brief Councillors on the Committee's activities.

8. INDUCTION AND TRAINING

8.1 Council will provide newly appointed members with appropriate induction information to assist them in gaining an understanding of the business.

8.2 The Chief Executive Officer will provide opportunities for ongoing development of independent members which may include the opportunity to attend relevant Council briefing sessions, site visits, industry conferences, regulatory briefings and other organisational briefings or updates.

9. PERFORMANCE EVALUATION

The Committee shall undertake an annual assessment of its performance against the charter and report the results to the Chief Executive Officer[15].

10. CONFLICTS OF INTEREST ~~AND REGISTER OF INTERESTS~~

Members of the Committee must be fully aware of their responsibilities with regard to the management of interests in relation to the discharge of their duties as a member of the Committee. Management of interests includes the proper management of any conflicts of interest as and when they may arise.

Members of the Committee must also be fully aware of the statutory definitions of direct and indirect interests which may give rise to a conflict of interest. These are set out in Division 1A of the Act.

Members of the Committee are required to comply with sections 123 (misuse of position), 125 (confidential information) and Division 2 of Part 6 (conflict of interest) of the Act[16], which includes, among other things, the following requirements:

Conflict of Interest

Committee members must disclose any conflicts of interest to the Chairperson. Where the conflict is related to the Chairperson, it must be disclosed to the Mayor.

Once a conflict of interest is identified the member of the Committee must:

10.1 Disclose the conflict of interest immediately before the matter is considered in the meeting, including the:

10.1.1 Type of interest and class; and

10.1.2 The nature of the interest.

[13] Section 54(5)(b) LGA 2020
[14] Section 54(4)(b) LGA 2020
[15] Section 54(4)(a) LGA 2020
[16] Section 53(5) LGA 2020

10.2 Notify the Chairperson that they are leaving the meeting;

10.3 Leave the room and vicinity while the matter is being considered and await the Chairperson's direction to return; and

10.4 Notify the Chairperson prior to the meeting if they are not going to be present at the meeting.

If details are private in nature then the nature of the interest can be declared to the Chairperson in writing prior to the meeting and the disclosure will simply be the type of interest and class.

Disclosure of conflicts of interest must be recorded in the minutes.

~~Independent members will be required to sign an Initial Persons Interest Form upon commencement of their term, and a Biannual Personal Interests Return as required under the Act.~~

Misuse of Position

Audit Committee Members must not intentionally misuse their position to gain or attempt to gain, directly or indirectly, an advantage for themselves or for any other person, or cause, or attempt to cause, determinant to council or another person.

Confidential Information

Audit Committee Members must not intentionally or recklessly disclose information that they know, or should reasonably know, is confidential information.

Independent members will be required to sign a Confidentiality Agreement upon commencement of their term.

Failure to comply with the provisions of the Act regarding conflicts of interest may result in prosecution for breach of the Act and the member's appointment being terminated by Council.

Implementation of this Charter

MONITORING AND REPORTING

The Manager Integrity and Risk is responsible for monitoring and reporting against this Charter.

ADVICE AND ASSISTANCE

The Manager Integrity and Risk manages the provision of advice to the organisation regarding this Charter.

A person who is uncertain how to comply with this Charter should seek advice from this person.

RECORDS

The City must retain records associated with this policy and its implementation for at least the period shown below.

Record	Retention / Disposal Authority	Retention Period	Location
Agendas	Director, Customer and Corporate Services	Permanent	REX
Minutes	Director, Customer and Corporate Services	Permanent	REX
Correspondence	Director, Customer and Corporate Services	7 years	REX
Letters of Appointment	Director, Customer and Corporate Services		

REVIEW

The Committee shall review and assess the adequacy of the Charter every two years or earlier if necessary and submit requests for revisions and improvements to the Council for approval.

References

- *Local Government Act (Vic) 2020*
- Internal Audit Charter
- ~~Internal Audit Policy~~
- Risk Management Policy
- Risk Management Strategy and Action Plan
- Fraud and Corruption Control Framework

Attachment 3

THE CITY OF
GREATER GEELONG

AUDIT AND RISK COMMITTEE CHARTER

VERSION: 3

Approval Date: TBA

Approved by: COUNCIL

Review Date: MAY 2023

Responsible Officer: MANAGER INTEGRITY AND RISK

Authorising Officer: DIRECTOR CUSTOMER AND CORPORATE SERVICES

CITY OF GREATER GEELONG

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Introduction

BACKGROUND

The Committee's previous Charter was reviewed and approved by Council on 1 September 2020. This Charter has been developed in accordance with the Section 54(7) of the *Local Government Act (Vic) 2020* (the Act).

PURPOSE

The City of Greater Geelong (Council) has established an Audit & Risk Committee (Committee) pursuant to section 53(1) of the Act.

The purpose of the Committee is to provide a structured, systematic oversight of Council's governance, assurance, risk management and internal control practices to assist Council to discharge its obligations in relation to these matters. This oversight mechanism also serves to provide confidence in the integrity of these practices, the Council and the City.

COMMITTEE'S RESPONSIBILITIES

The Committee is responsible for[1]:

- Monitoring compliance of Council policies and procedures with:
    - The overarching governance principles set out in section 9 of the Act; and
    - The Act and the regulations and any Ministerial Directions;
- Monitoring Council financial and performance reporting;
- Monitoring and providing advice on risk management and fraud prevention systems and controls; and
- Oversight of the internal and external auditor functions.

[1] Section 54(2) LGA 2020

Definitions

This section defines the key terms used in this Charter.

ACT

The *Local Government Act (Vic) 2020*

CITY

The City of Greater Geelong organisation, led by the Chief Executive Officer.

COMMITTEE

The Audit and Risk Committee established pursuant to section 53(1) of the Act.

COUNCIL

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

DELEGATED COMMITTEE

Means a committee established by Council pursuant to section 63 of the Act.

The Charter

1. AUTHORITY

The Committee is directly responsible to the Council for its performance in discharging its responsibilities as set out in this Charter.

The Committee has no delegated authority from Council[2] unless specifically provided by Council from time to time. Any delegated authority shall be temporary and may only relate to specific matters as directed by Council.

The Committee has no executive authority to implement actions in areas over which management has responsibility and has no delegated financial responsibilities.

The Committee has no management functions and is independent of management.

2. SUPPORT

The Committee will have access to appropriate management support to enable it to discharge its responsibilities effectively, including[3]:

2.1 Appropriate support for development of meeting agendas and papers, minute taking during meetings and follow up actions arising from meetings;

2.2 The provision of any information that it deems necessary including records, data and reports;

2.3 Attendance of management and other relevant employees at meetings as appropriate; and

2.4 Access to independent experts where it considers that necessary to execute its duties, subject to prior agreement with the Chief Executive Officer.

3. OBJECTIVE

The Committee's objective is to oversee the matters detailed in clause 4 below as well as:

3.1 The integrity of external reporting, including both periodic management financial reports and external financial reports;

3.2 The scopes of work, objectivity, performance and independence of the external and internal auditors;

3.3 The maintenance of effective systems and controls to safeguard Council's financial and physical resources;

3.4 The maintenance of policies, systems and procedures designed to ensure that Council complies with relevant statutory and regulatory requirements and best practice guidelines; and

[2] Section 53(2) LGA 2020
[3] Section 54(2) LGA 2020

3.5 The maintenance of frameworks, strategies and systems that enable effective recognition of material risks arising from Council's strategies and operations and actions taken to manage those risks.

In carrying out its work, the Committee must promote the City's values and appropriate ethical and governance standards and practices.

4. OVERSIGHT

The Committee will provide oversight of a number of governance and operational functions as detailed below.

4.1 Financial Reporting

The Committee will:

4.1.1 Review significant accounting and external reporting issues, including complex or unusual transactions and highly judgemental areas, changes to accounting policies, recent accounting, professional and regulatory pronouncements and legislative changes, and understand their effect on the annual financial report;

4.1.2 Review the annual financial report and performance statement and consider whether they are complete, consistent with information known to Committee members and reflects appropriate accounting treatments;

4.1.3 Review with management and the external auditors the results of the audit, including any difficulties encountered by the auditors;

4.1.4 Recommend the adoption of the annual financial report and performance statement to Council; and

4.1.5 Review the appropriateness of the framework and content of periodic management financial reporting to Council.

4.2 Risk Management and Business Continuity

The Committee will:

4.2.1 Review the risk management framework, strategy and action plan biannually;

4.2.2 Review the business continuity frameworks of the City annually;

4.2.3 Review management's assessment of the risk profile of the City;

4.2.4 Review management's programme of business risks assessment to ensure that key risks for both strategic and operational areas are identified and managed effectively to mitigate exposures of the City;

4.2.5 Review the insurance programme annually prior to renewal; and

4.2.6 Oversees management process and systems in relation to cyber security, including strategy, assets protection, testing and recovery.

4.3 Systems and controls to safeguard the City's resources

The Committee will:

4.3.1 Review the adequacy and effectiveness of systems and controls for providing a sound internal control framework;

4.3.2 Consider management processes for identification of the need to revise systems and controls;

4.3.3 Determine whether systems and controls are reviewed regularly and updated where required;

4.3.4 Ensure that a programme is in place to sample test, at least annually, compliance with systems and controls;

4.3.5 Review policies and procedures in place for the setting and management of delegations of authority annually;

4.3.6 Keep informed of any actual or suspected instances of fraud or corruption within the City;

4.3.7 Review the Chief Executive Officer's expense reports; and

4.3.8 Review the expense reports for Councillors and all members of Delegated Committees in accordance with the Act[4].

4.3.9

4.4 External Audit

The Committee will:

4.4.1 Annually review the audit scope and approach proposed by the external auditor, including the extent of reliance on internal audit activity;

4.4.2 Discuss with the external auditor any audit issues encountered in the normal course of audit work, including any restriction on scope or access to information;

4.4.3 Ensure that significant findings and recommendations made by the external auditor, and management's responses to them, are appropriate and acted upon in a timely manner;

4.4.4 Consider the findings and results of any relevant performance audits undertaken by the external auditor and monitor implementation of recommendations by Council; and

4.4.5 Meet with the external auditor at least annually in the absence of management.

4.5 Internal Audit

The Committee will:

4.5.1 Review with management the Internal Audit Charter, activities, resourcing and organisational structure supporting the internal audit function;

4.5.2 Review the provision of internal audit services and the performance of the Internal Auditor annually;

4.5.3 Review and recommend to the Council for approval the three-year rolling strategic internal audit plan, the annual internal audit plan and any major changes to them, ensuring the proposed strategic internal audit plan appropriately considers the City's strategic risks;

[4] Section 40(2) LGA 2020

4.5.4 Review and approve proposed scopes for each review in the annual internal audit plan;

4.5.5 Review all reports and provide advice to Council on significant issues identified in audit reports and action being taken on issues raised, including identification and dissemination of good practice;

4.5.6 Monitor action by management on significant internal audit findings and recommendations;

4.5.7 Meet with the Internal Auditor at least twice per year in the absence of management;

4.5.8 Review the effectiveness of the internal audit function and ensure that it has appropriate authority within the business and no unjustified limitations on its work;

4.5.9 Monitor processes and practices to ensure that the independence of the internal audit function is maintained; and

4.5.10 Be consulted during any procurement process for internal audit services.

4.6 Compliance Management

The Committee will:

4.6.1 Review the systems and processes implemented by management for monitoring compliance with legislation and regulations and the results of management's follow up of any instances of non-compliance; and

4.6.2 Keep informed of the findings of any examinations by regulatory or integrity agencies (whether related to investigations at Council or other agencies) and monitor management's response to the findings.

4.7 Other Matters Referred by Council

The Committee will undertake any other activities as requested by the Council from time to time.

4.8 Work Plan

A work plan will be established to ensure that the responsibilities of the Committee are carried out, including oversight of the functions in this section.[5]

The work plan will be reviewed and approved at least annually by the Committee.

5. COMMITTEE MEMBERSHIP

Committee Members and Tenure

5.1 The Committee will be comprised of five voting members, being three independent members, and two Councillor members being the Mayor and one Councillor[6].

5.2 Committee members will be appointed by the Council and:

5.2.1 Councillor Committee members will be appointed annually by Council; and

5.2.2 Independent members will be appointed for a period of up to three years.

[5] Section 54(4) LGA 2020
[6] Section 53(3- LGA 2020

5.3 Independent members may serve a maximum of two consecutive three- year terms. Independent members seeking reappointment for a second term must express their interest in doing so to the Chief Executive Officer no later than 4 months before the end of their current term.

Chairperson

5.4 The Chairperson will be an independent member[7] and will be elected by the Committee annually.

Skills, Experience and Knowledge of Committee Members

5.5 Committee Members should collectively possess sufficient knowledge of audit, risk, IT, law, governance, finance and performance reporting, control environments and assurance processes as well as specific industry knowledge.

5.6 Independent members must collectively have experience in:

5.6.1 public sector management[8]; and

5.6.2 financial management and risk.

Recruitment of Independent Members

5.7 Independent members will be appointed by a public expression of interest process run by the City. The interview panel for the recruitment of independent members shall include one current Committee member.

Remuneration of Independent Members

5.8 Remuneration will be paid to independent members[9]. Fees will be based on a fee per meeting, set by the Chief Executive Officer, which will be indexed by 2% each 1 July.

City Employees Ineligible for Membership

5.9 City employees are not eligible to be members of the Committee[10].

Termination of Membership

5.10 A Committee member who does not comply with their obligations under the Act may have their membership terminated.

6. MEETINGS

Meeting Frequency

6.1 The Committee should meet as required but will hold at least four scheduled meetings per annum plus a meeting to consider the annual financial accounts.

6.2 A schedule of meetings will be determined on an annual basis.

6.3 With the approval of the Committee Chairperson, the Committee may meet at other times at the request of any Committee member, the Mayor, Council or the external or internal auditors.

---

[7] Section 53(4) LGA 2020

[8] Section 53(3)(i) LGA 2020

[9] Section 53(6) LGA 2020 [10]

Section 53(3)(c) LGA 2020

6.4 The Committee may hold a meeting by correspondence to consider matters between scheduled meetings. The meeting will be conducted by circulating resolution. The report outlining the matter and a request to vote on the item will be sent by email.

Meeting Attendance

6.5 A quorum of the Committee will be three Committee members consisting at least of two independent members and at least one Councillor.

6.6 All members are expected to attend meetings. Members who are unable to attend a meeting they must notify the Chairperson as early as possible.

6.7 The Chairperson must notify the Chief Executive Officer if they are unable to attend the meeting. If the Chairperson is unable to attend a meeting, the Committee shall appoint an acting Chairperson for the meeting at which the Chairperson is absent.

6.8 If a Councillor member is unable to attend a Committee meeting, any Councillor may attend the Committee meeting as an authorised delegate for the Councillor member who is unable to attend.

6.9 Any Councillor may attend as an observer.

6.10 The Committee may invite any person to attend meetings.

6.11 The Chief Executive Officer and the Director Customer and Corporate Services are required to attend meetings.

6.12 City officers who have prepared reports for the Committee, and their Director, will be required to attend the meeting to present their report at the allocated time.

6.13 Attendance at a meeting may be in person, via teleconference or video conference.

6.14 All Committee members are expected prepare adequately to participate in meetings.

Meeting Administration

6.15 The meeting agenda will be set by the City in consultation with the Committee Chairperson.

6.16 Meeting agendas and papers should be available to Committee members at least one week prior to meetings.

6.17 The Chief Executive Officer will be responsible for preparation and maintenance of agendas, minutes and reports of the Committee[11].

7. MINUTES & REPORTING

7.1 Minutes of each meeting will be provided to the Chairperson within 7 days of each meeting, and following the Chairperson's approval:

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[12] Section 54(5)(a) LGA 2020

the biannual report to the Chief Executive Officer, who must table the report at the next Council meeting[13].

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Members of the Committee must also be fully aware of the statutory definitions of direct and indirect interests which may give rise to a conflict of interest. These are set out in Division 1A of the Act.

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[13] Section 54(5)(b) LGA 2020

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Letters of Appointment	Director, Customer and Corporate Services		

REVIEW

The Committee shall review and assess the adequacy of the Charter every two years or earlier if necessary and submit requests for revisions and improvements to the Council for approval.

References

- *Local Government Act (Vic) 2020*
- Internal Audit Charter
- Risk Management Policy
- Risk Management Strategy and Action Plan
- Fraud and Corruption Control Framework

17. AUDIT AND RISK COMMITTEE SUMMARY REPORT

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

Cr Grzybek moved, Cr Mason seconded -

That Council consider this report at the conclusion of the meeting as it is designated confidential by the Chief Executive Officer for the purposes of section 3(1) of the *Local Government Act 2020* because it relates to Council business information, being information that would prejudice Council's position in commercial negotiations if prematurely released. This ground applies because of the sensitive and varied nature of the information received and considered by the Audit & Risk Committee from time-to-time which can pertain to external stakeholders also.

Carried.

INFORMAL MEETINGS OF COUNCILLORS

Source: **Governance**
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 Sullivan moved, Cr Murrihy seconded -

3. That Council receive the summary of the informal meetings of Councillors for the period to 22 June 2021.

Carried.

INFORMAL MEETINGS OF COUNCILLORS
(Council Meeting 22 June 2021)

Informal Meeting Details	Councillors	Officer Attendees	Agenda Items	Conflict of Interest Disclosures
Access and Inclusion Advisory Committee **7 June 2021**	Cr Aitken	R Stevens (DIR) D Leeson-Rabie (MGR) E Wheatland (CO ORD) H Fletcher (CO ORD) S Muratti (OFF)	• Civic Precinct Presentation - External Landscaping and Internal Office Spaces • Officer's Report – Community Inclusion • Engineering Report • Rippleside Park Inclusive Play Space – Accessible Amenities and Parking • Sports for All Update • Consultation and Engagement • Armstrong Creek West Community Hub • Positive Ageing Strategy 2021-47 • Barwon Health Marketing Campaign • Difficulties for people with Disability to Attend COVID-19 Vaccination Hubs	• Nil.
Council Briefing **8 June 2021**	Crs Asher, Aitken, Grzybek, Harwood, Kontelj, Mansfield, Mason, Moloney, Murrihy, Nelson, Sullivan	M Cutter (CEO G Smith (DIR) R Stevens (DIR) M Dugina (DIR) K Phyland (DIR) G Wilson-Browne (DIR) I Hicks (MGR) S McKew (MGR) J Daly (MGR) E Davis (MGR) D Leeson-Rabie (MGR) J Lane (MGR) J Harris (MGR) J Hurse (MGR) K Ivens (Senior Advisor - Mayor & CEO) M Tesoro (CO ORD) L Maiolo (CO ORD) J Brown (CO-ORD) K Mackey (CO ORD)	**Presentations:** • *Kardinia Park Stage 5 and Cricket Hub* **Council Reports:** • Youth Council Second Report 2021 • Adoption of 2021-25 Our Community Plan and 2021-22 Budget, Declaration of 2021-22 Rates • Council Submission to Draft Central Geelong Framework Plan and Ministerial Amendment C431GGEE • Vital Communities – Addressing Disadvantage • Gender COVID-19 Impact Analysis Report • Adoption of the Saleyards Precinct Plan • Sustainability Performance Targets and Indicators Report • Clever and Creative – 30 Year Vision Refresh (Draft) • Council Plan Quarterly Report – March 2021	• *Cr Grzybek declared a Conflict of Interest in Kardinia Park Stage 5 and Cricket Hub presentation, and left the meeting room prior to discussion of the item.*

		M Macgugan (SNR COMMUNICATIONS ADVISOR) R Scott (OFF)	• Former South Geelong Landfill Site Draft Landscape Plan • Draft Public Street Lighting Policy • Birnam Court, Belmont – Intention to Declare Street Scheme Construction Special Charge Scheme 365 • Revocation of Flood Prone Area Designation of New Lots at Anchoridge, Stage 10 and Stage 11 • Proposed Road Discontinuance and Sale Abutting -58 Wallington Road, Ocean Grove • Audit and Risk Committee Charter Amendment • Audit and Risk Committee Summary Report and Strategic Internal Audit Plan *(Confidential)* • Councillor Allowances Determination	

PLANNING DELEGATIONS - MAY 2021

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 Harwood moved, Cr Grzybek seconded -

7. That Council receive the information in the Schedule entitled Planning Decisions Report – May 2021.

Carried.

Planning Decisions Report - May 2021

App No	Location	Application Type	Decision Date	Description	No of Objectors/ Authority Description
PP-1026-2020	246 Shannon Avenue, GEELONG WEST VIC 3218	Buildings and Works for the Construction of Two (2) Dwellings and Two (2) Lot Subdivision	20-May-2021	NOD - Delegate	1
PP-1067-2020	168 Kilgour Street, GEELONG VIC 3220	Change of Use to Medical Centre, Construction of Business Identification Signage, Construction of a Carpark & Reduction of Car Parking	17-May-2021	NOD - Delegate	3
PP-1326-2020	209 Hope Street, GEELONG WEST VIC 3218	Partial Demolition and Extension to a Dwelling in a Heritage Overlay	31-May-2021	NOD - Delegate	1
PP-1337-2020	2 Kestrel Court, NORLANE VIC 3214	Construction of a Second Dwelling and a Two (2) Lot Subdivision	7-May-2021	NOD - Delegate	
PP-1432-2020	9 Glenleith Avenue, DRUMCONDRA VIC 3215	Partial Demolition and Alterations and Additions to an Existing Dwelling within a Heritage Overlay	12-May-2021	NOD - Delegate	1
PP-1456-2020	47 The Esplanade, DRUMCONDRA VIC 3215	Demolition of Garage and Construction of a Second Dwelling	31-May-2021	NOD - Delegate	3
PP-1478-2020	4/41-43 Wedge Street, OCEAN GROVE VIC 3226	Buildings and Works Associated with an Existing Dwelling on a lot less than 300sqm	19-May-2021	NOD - Delegate	4
PP-155-2021	42 Cameron Crescent, LARA VIC 3212	Construction of a Second Dwelling and a Two (2) Lot Subdivision	21-May-2021	NOD - Delegate	2
PP-340-2021	Shop No. 5/670-678 Bellarine Highway, LEOPOLD VIC 3224	Use land to Sell and Consume Liquor (Packaged Liquor) in Association with the Use of Land for a Bottleshop	31-May-2021	NOD - Delegate	1
PP-53-2020	55 Horwood Drive, BREAMLEA VIC 3227	Construction of a Dwelling	27-May-2021	NOD - Delegate	1
PP-716-2020	14 Yooringa Avenue, NORLANE VIC 3214	Construction of Four (4) Dwellings	7-May-2021	NOD - Delegate	1
PP-84-2021	8 Girton Crescent, MANIFOLD HEIGHTS VIC 3218	Partial Demolition and the Construction of an Extension to a Dwelling	12-May-2021	NOD - Delegate	2
PP-94-2021	49 Logan Street, HAMLYN HEIGHTS VIC 3215	Construction of Three Dwellings and a Three Lot Subdivision	27-May-2021	NOD - Delegate	1

PP-947-2019	23 Dumburra Avenue, CLIFTON SPRINGS VIC 3222	Buildings and Works to Construct a Three Storey Building Containing Two Dwellings and Two Commercial Premises, Construction of a Verandah within the Road Reserve and Reduction in the Standard Car Parking Requirement Contained in Clause 52.06	25-May-2021	NOD - Delegate	3
PP-964-2020	74 Britannia Street, GEELONG WEST VIC 3218	Construction of Three (3) Dwellings	12-May-2021	NOD - Delegate	4
PP-986-2020	PARENT - 43-55 Manzeene Avenue, LARA VIC 3212	Removal of Restriction No 1 from Lot E on PS649426U	6-May-2021	NOD - Delegate	1
PP-1090-2019	9 Commander Way, CORIO VIC 3214	Multi Lot Subdivision	21/5/2021	DMC Refusal	Decision Making Committee
PP-1337-2020	2 Kestrel Court, NORLANE VIC 3214	Construction of a Second Dwelling and a Two (2) Lot Subdivision	7/5/2021	NOD - Delegate	Decision Making Committee
PP-288-2020	8 Granville Street, DRYSDALE VIC 3222	Construction of Seven (7) Double Storey Dwellings	21/5/2021	DMC Refusal	Decision Making Committee
PP-618-2018	13 Guthrie Avenue, NORTH GEELONG VIC 3215	Construction of Two (2) Dwellings and Two (2) Lot Subdivision	27/5/2021	Extended Planning Permit	Delegated Authority
PP-850-2019	120 Valleyside Drive, LOVELY BANKS VIC 3213	Use of Land for a Cartage Contractors Depot	14/5/2021	DMC Refusal	Decision Making Committee
PP-998-2014	85 Bates Road, LITTLE RIVER VIC 3211	Buildings and Works for Construction of Four (4) Agricultural Greenhouses and Stormwater Detention Basin	5/5/2021	PI - Extended Planning Permit	Delegated Authority
PP-1090-2019	9 Commander Way, CORIO VIC 3214	Multi Lot Subdivision	21/5/2021	DMC Refusal	Decision Making Committee
PP-1337-2020	2 Kestrel Court, NORLANE VIC 3214	Construction of a Second Dwelling and a Two (2) Lot Subdivision	7/5/2021	NOD - Delegate	Decision Making Committee
PP-288-2020	8 Granville Street, DRYSDALE VIC 3222	Construction of Seven (7) Double Storey Dwellings	21/5/2021	DMC Refusal	Decision Making Committee
PP-618-2018	13 Guthrie Avenue, NORTH GEELONG VIC 3215	Construction of Two (2) Dwellings and Two (2) Lot Subdivision	27/5/2021	Extended Planning Permit	Delegated Authority

PP-850-2019	120 Valleyside Drive, LOVELY BANKS VIC 3213	Use of Land for a Cartage Contractors Depot	14/5/2021	DMC Refusal	Decision Making Committee
PP-998-2014	85 Bates Road, LITTLE RIVER VIC 3211	Buildings and Works for Construction of Four (4) Agricultural Greenhouses and Stormwater Detention Basin	5/5/2021	PI - Extended Planning Permit	Delegated Authority

Cr Mason moved, Cr Sullivan seconded -

That the meeting be closed to the public.

Carried.

The meeting was closed to the public at 9.35pm

Cr Sullivan moved, Cr Kontelj seconded -

That the meeting be opened to the public.

Carried.

The meeting was opened to the public at 9.36pm

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

CLOSE OF MEETING

As there was no further business the meeting closed at 9.36pm Tuesday, 22 June 2021.

Signed: _____

Cr Stephanie Asher (Mayor)

Date: _____

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