MINUTES

COUNCIL MEETING

Tuesday 28 June 2022
6:00 pm

City Hall
57 Little Malop Street, Geelong 3220

LIVE STREAMED ON THE CITY'S WEBSITE:

www.geelongaustralia.com.au/meetings

COUNCIL:

Cr P Murrihy (Brownbill Ward) - Mayor
Cr T Sullivan (Bellarine Ward) - Deputy Mayor
Cr S Asher (Bellarine Ward)
Cr J Mason (Bellarine Ward)
Cr E Kontelj (Brownbill Ward)
Cr S Mansfield (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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Present: Cr P Murrihy (Mayor), Crs A Aitken (virtual attendance), K Grzybek, E Kontelj, S Mansfield, J Mason, B Moloney, R Nelson, Sullivan

Also Present: M Cutter (Chief Executive Officer), G Smith (Director City Planning and Economy), K Olesnicky (Acting Director Customer and Corporate Services), R Stevens (Director Community Life), T Donovan (Acting Director Strategy, People & Performance) (virtual attendance), S McKew (Manager Governance)

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

1. PROCEDURAL MATTERS

1.1. Acknowledgement of Country

Council acknowledges the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past and present. We acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

Further Acknowledgements

On behalf of the City of Greater Geelong Council, Cr Kontelj acknowledged former Mayor of Geelong, Des Podbury, who sadly passed away in late May. Des will be fondly remembered for his life-long connection with St Joseph's and as a committed supporter of his community. Council passes on their condolences to Des' family and friends.

Cr Grzybek expressed her congratulations to the Western United Football Club who won the A League Men's Grand Final on 28 May. Geelong's Steve Horvat promised to bring the trophy to Geelong and acknowledged how special Western United has been to Geelong.

1.2. Apologies

Cr S Asher, Cr B Harwood

1.3. Leaves of Absence

Cr Grzybek moved, Cr Mason seconded -

That Leave of Absence be granted to Cr Harwood for the period 22 June to 29 June 2022, inclusive.

Carried

Cr Kontelj moved, Cr Mansfield seconded -

That Leave of Absence be granted to Cr Mason for the period 29 June to 22 July 2022, inclusive.

Carried

1.4. Declarations of Conflicts of Interest

Nil

1.5. Confirmation of Minutes

RESOLUTION - Item 1.5.1

Cr Mansfield moved, Cr Grzybek seconded -

That the Minutes of the Council Meetings held on 24 May 2022 and 17 June 2022 be confirmed.

Carried

1.6. Public Question and Submission Time

The following persons submitted questions prior to the Council Meeting on the following various subjects:

1. Ingrid Sutherland – Building Better Bike Connections;
2. Rachel Hill – Community Safety;
3. Jeanne Nel de Koker – City of Greater Geelong Planning Scheme; and
4. Katherine Talbot – 5A Dean Street – Proposed Social Housing.

Jeanne Nel de Koker asked:

1. Some Greater Geelong Councillors, in response to residents' enquiries about Planning Permits in Greater Geelong, often cite state government authority, in particular, the Victorian Civil and Administrative Tribunal (VCAT), as if VCAT is a planning authority with the power to create/change planning rules for Greater Geelong. However, VCAT has no power to determine what the planning scheme should contain—it must interpret and apply the scheme as it finds it. The Council, on the other hand, can request amendments to the Planning Scheme, and often does. The power to customise the rules in the local Geelong Planning Scheme to reflect local circumstances, therefore, very much lies with the Greater Geelong Council. a. Can the Council confirm whether Councillors receive training or guidance on the Victorian Planning Framework? b. If so, what is the nature of such training/guidance?

Thank you for your questions, Jeanne.

When Councillors are first elected, they complete a compulsory induction program as prescribed by the Local Government (Governance and Integrity) Regulations 2020, then throughout the four-year Council term, Councillors participate in various training and development sessions. Whilst a specific module on the Victorian Planning Framework is not offered as part of the compulsory induction program, Councillors are offered any additional training they request, either from senior officers or from industry bodies which provide specialised training and support. Further, it should be noted that Councillors are well briefed on planning related matters, with two Councillors also appointed to the Statutory and Strategic Planning Portfolio.

2. During Council Meetings in November 2021, February, March and May 2022, City Planning and Economy has, in response to questions about the integration of urban forest objectives into the Geelong Planning Scheme to ensure proposed development provides suitable shading and cooling of the urban environment, explained that clause 22.71 appropriately addresses these concerns. a. Can the Council confirm whether permit applications for all developments with a residential component are subject to clause 22.71-4? b. Can the Council confirm whether pure subdivision applications that do not include the construction of dwellings must also comply with the provisions of clause 22.71-4?

Since the introduction of Clause 22.71 (Environmentally Sustainable Development – ESD) into the Planning Scheme, any residential development of 3 or more dwellings or accommodation (other than dwelling) over 100 square metres, lodged with Council after the gazettal date for this clause, has been assessed against the requirements outlined in this clause.

Clause 22.71 does not apply to a planning permit application for the subdivision of land only.

Katherine Talbot asked:

1. When was the land at 5A Dean Street first identified as a potential site for a large Social Housing Development?

   A Council endorsed plan from February 2020 says that across Geelong 42 sites were identified and assessed. The Our Community Plan Quarterly report from September 2021 says that 3 sites have been identified. Why were residents not informed until February about potential development of the land?

   Residents purchased properties in Dorothy Avenue due to the proximity to POS and contacted council late last year about the site before purchasing property and were twice told there were no plans to develop the site, despite the unexpected demolition of the Youth Hall. Many more are upset that a Councillor owned 5 Dean Street and sold his property in October/November 2021 when this information was not publicly available. Can the feasibility study please be made publicly available rather than through a FOI request?

Thank you for your questions, Katherine.

The Social Housing Plan endorsed in February 2020 included a range of actions aimed at increasing the availability of social housing in our communities. The implementation since 2020 has included, among other activity, a feasibility study of Council-owned land that could be considered for this purpose. In February 2022 three sites were put to Council for proposed social housing development with the recommendation that community engagement is conducted prior to any decision being made by the Council.

The feasibility study is an internal document which contains confidential information therefore we are not in a position to publicly release this document.

2. The Dean Street Scout Hall was built by funds raised by the local Belmont community, the removal of the building is a massive loss to the community both now and in the future. Why did the building have to be removed before a final decision was made on the site so the building could be re-purposed. I understand that it was in a lease agreement with Scouts Victoria. However, we have received conflicting messaged from Council during the consultation period, we were told (in writing) that the building was unsafe. Yet no building safety report could be found, and Scouts Belmont have spent a considerable sum of money on the building in recent years. This has created a large volume of building materials that have been sent to landfill. If the building had to be removed as part of the agreement with Scouts Victoria, why were the trees on the site, away from the building also removed, along with a gravel road that was used by walkers and parking area, the site seemingly being moon-scaped?

The removal of the hall at 5A Dean Street is a requirement of the lease with Scouts Victoria. The building was owned by Scouts Victoria and was its responsibility to manage and maintain during its use and to demolish once the land lease had expired.

In regard to the removal of trees near the Dean Street entrance, the City's understanding is that these have been removed by the contractor of Scouts Victoria and the City will be pursuing this matter.

3. When recommending the Dean Street site for Social Housing a traffic survey was never completed. At consultation meetings community members were continuously told this will be conducted by developers of the site once the decision to develop the site was already made. This seems ludicrous. This is already an extremely busy street. Considering the Dean Street site is less than 40m from the entrance to Oberon Primary School and is next to the TLC aged care staff car park, where many tucks and workers already access the site. At school pick up and drop off times many residents can't access their properties due to traffic and on street parking on Dean Street and Dorothy Avenue. As a parent and resident, I am concerned that increased traffic from a large development will be a danger to the school children walking to school.

   Can a traffic survey be undertaken prior to a final decision on the site?

The City has heard the concerns about traffic, access and parking from the local community. Impacts on the adjoining neighbourhood will be considered as part of the next steps the investigation.

A summary of the engagement findings, further information and an outline of next steps will made on the Have Your Say page over the next month.

Patrick Blampied addressed Council re the sale of 180 carparks in 17 Reynolds Road, Belmont flagged by Council as potentially surplus. Mr Blampied outlined the many daily uses of the carpark from different sectors of the community, including the vulnerable. He advised there had been 52 submissions against the sale of the Belmont site, demonstrating the community support to maintain the carpark.

The Mayor acknowledged Mr Blampied's submission.

Mal Young presented a submission relating to traffic management in and around Geelong, highlighting the issues relating to speed humps, wombat crossings and the extensive roadworks resulting in traffic hazards. Mr Young also highlighted the gridlock being experienced in the CBD as a result of the reduction of Geelong's main thoroughfares making way for the installation of bicycle lanes.

1.7. Petitions

Nil

2. REPORTS

2.1. Declaration of 2022-23 Rates and 2022-23 Budget

Source: **Customer & Corporate Services**
Acting Director: **Karen Olesnicky**

Purpose

1. To adopt the declaration of 2022-23 Rates, the 2022-23 Budget incorporating the 2021-25 Revenue and Rating Plan (2022-23 update) and Sale of Land (buildings) as proposed at the Council meeting held on 26 April 2022, after consideration of budget submissions.

Background

2. In accordance with section 94 of the *Local Government Act 2020* (the Act), Council must prepare a budget for each financial year and must ensure that it contains all required statements, reports and data as prescribed by the Act.

3. In addition, Council must ensure the budget considers the following:

    3.1. If the Council intends to declare a differential rate for any land, the matters specified in section 161(2) of the *Local Government Act 1989.*

Key Matters

4. The proposed 2022-23 Budget includes:

    4.1. The budgeted Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Statement of Human Resources;

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

    4.3. Proposals to Lease Council Land;

    4.4. Financial Performance Indicators;

    4.5. 2022-23 to 2025-26 Capital Project Program; and

    4.6. Fees and Charges Analysis, including fees and charges schedule.

5. The Revenue and Rating Plan 2021-22 (2022-23 update) has been updated. The plan aims to provide a medium-term plan for how Council will generate sufficient income to deliver on Our Community Plan, maintain its programs and services and fund the on-going infrastructure and asset management needs.

RESOLUTION - Item 2.1

Cr Aitken moved, Cr Mason seconded -

That Council:

1. **Recorded that it considered submissions to the draft Budget at a Submissions Panel Hearing which was held on 8 June 2022;**

2. **Adopt the proposed 2022-23 to 2025-26 Budget presented to Council on 26 April 2022 subject to the following amendments:**

   2.1 Incorporating known changes as shown in Table 1 – Amendments to the 2022-23 to 2025-26 Capital Program within the Financial Sustainability section of this report; and
   2.2 Such minor amendments or editorials to 2022-23 Budget as become necessary to ensure accuracy and legislative compliance.

3. **Fix fees and charges for the 2022-23 year in the amounts set out in the Schedule of Fees and Charges included in the 2022-23 Budget;**

4. **Pursuant to section 171(4)(f) of the *Local Government Act 1989,* 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;**

5. **Adopt the 2021-22 to 2024-25 Revenue and Rating Plan (2022-23 update);**

6. **Declare the amount of the rates and charges intended to be raised for the period 1 July 2022 – 30 June 2023 as follows:**

   6.1 An amount of $278,303,762 be declared as the amount which Council intends to raise by General Rates and the Annual Service Charge, calculated as follows:

      6.1.1 General Rates $226,241,900; and

      6.1.2. Annual Service Charge $52,061,862.

7. **Declare the rates and charges for the period 1 July 2022 to 30 June 2023 as detailed in:**

   7.1 Section 4.1 of the 2022-23 Budget; and

   7.2 Council's Revenue and Rating Plan as required under section 94(2)(i) of the *Local Government Act 2020* and s161(2) of the *Local Government Act 1989*.

8. **Note that general rates must be paid in full by 15 February 2023 or by four instalments made on or before the following dates:**

   8.1 Instalment 1 – 30 September 2022;

   8.2 Instalment 2 – 30 November 2022;

   8.3 Instalment 3 – 28 February 2023; and

   8.4 Instalment 4 – 31 May 2023.

9. **Subject to Council's Hardship Policy, require that any person pay interest on any amounts of rates and charges which:**

   9.1 That person is liable to pay; and

   9.2 Have not been paid by the dates specified above in accordance with section 172 of the *Local Government Act 1989.*

10. **Note the outcome of the community engagement for the sale of land detailed in the attached Submissions Panel Hearing Minutes;**

11. **Approve the sale of land at the following locations:**

    11.1 21 Gheringhap Street, Geelong, being certificate of title volume 10441 folio 837, lot 1 on plan of subdivision 415929 and certificate of title volume 10441 folio 838, lot 2 on plan of subdivision 415929;

    11.2 30-54 Brougham St, Geelong, being certificate of title volume 10301 folio 936, lot 1 on plan of subdivision 333799;

    11.3 17 Reynolds Road, Belmont being certificate of title volume 11432 folio 309, lot 2 of plan of subdivision 509248; and

    11.4 200 Princes Highway, Corio being contained within portions of lots 28-30 and lot 14 on title plan 955288J, portion of lots 5 and 23 of lodged plan 13397 and portion of Ballara Avenue, an unmade road which will be discontinued.

12. **Authorise the Chief Executive Officer or delegate of the Chief Executive Officer to sign all documents to complete the sale of the land.**

13. **Authorise the Chief Executive Officer to commence the procurement process for loans to the maximum total value of $70.1 million as specified in the 2022-23 Budget;**

14. **Authorise the Chief Executive Officer to accept or reject the lowest conforming tender for the specified loans;**

15. **Authorise the Chief Executive Officer to execute the loan documentation and any other documents required by or to give effect to the terms of a loan contract on behalf of Council and to affix the Common Seal of Council if required, to be countersigned by the Mayor if required; and**

16. Authorise the Chief Financial Officer to levy and recover the General Rates and Annual Service Charges in accordance with the *Local Government Act 1989* in accordance with all relevant Council policies.

Carried

Financial Sustainability

6. The budget has been prepared in compliance with rate cap legislation and Ministerial announcement that the cap is 1.75% for 2022-23. Changes in rates, fees and charges have been structured to meet the financial requirements as proposed for the 2022-23 financial year.

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

8. The budget includes a recurrent operating surplus of $0.1 million.

9. The capital program forecasts expenditure of $206.5 million in 2022-23.

10. New loans of $70.1 million are proposed for 2022-23 of which $14.8 million are carried over from prior years.

11. **Table 1 – Amendments to the 2022-23 to 2025-26 Capital Program**

Capital Project Title	Description of change
Kyema Drive Drainage	Funding has been brought forward from 2024-25 & 2025-26 to 2022-23 $0.3 million and 2023-24 $1.0 million.
Regional Livestock Information Exchange	Project has been re-phased with $1.2 million of funding from 2022-23 being allocated to 2024-25.
Osborne House Remedial Works	Project has been re-phased with $1.0 million of funding from 2022-23 being reallocated to 2025-26.
Bell Park Sports Club	Additional $0.5 million allocated towards the project in 2022-23 (subject to finalisation of the agreement).
Rippleside Playground	Project expenditure and income amended to reflect an increase in grant funding received.
Armstrong Creek Town Centre Library & Learning Hub Design	Project expenditure and income amended to reflect an increase in grant funding received $1.5 million.
Jetty Road Children's and Community Hub	Project will now commence in 2026-27 outside of current budget period. Project timing aligns with demand for new kinder places is identified in Kinder Infrastructure Services Plan. Future Planning Scheme Amendment to maximise funding for construction.
EV Charging Stations	Grant funding has been confirmed to support project delivery, Council contribution of $0.1 million in 2022-23.
Anakie Football/Netball Club	Council contribution of $0.1 million included in 2022-23.
Steampacket Garden Lighting	Confirmation of $0.3 million of grant funding to support works.
Ocean Grove - Collendina Reserve facility upgrade	Additional grant funding allocated towards the project adding $0.1 million in 2022-23.

Community Engagement

12. Following endorsement by Council of the proposed 2022-23 Budget on 26 April 2022, a process of community engagement has been undertaken with a total of 137 submissions received in response to the proposed Budget. The submissions were considered at a hearing on 8 June 2022.
13. A number of actions were initiated in response to these submissions which will be outlined in formal responses provided to each submitter.
14. In accordance with requirements under the Act, once the budget is adopted, a public notice will be placed in the newspaper on Wednesday 29 June 2022, advising the adoption of the 2022-23 to 2024-25 Budget, along with the Declaration of the Rates.

Social Equity and Sustainability

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

Relevant Law/Policy/Legal Implications

16. The budget is prepared to comply with the requirements of the *Local Government Act 2020*, *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2020. The process also recognises the need to align the budget to the direction and allocation of resources identified in Our Community Plan 2021-25.

Alignment to Community Plan and Vision

17. This report aligns with Our Community Plan 2021-2025 strategic priority:
    Strong local economy.
18. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
    A prosperous economy that supports jobs and education opportunities.

Conflict of Interest

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

Risk Assessment

20. In accordance with the *Local Government Act 2020* Council must adopt an annual budget each year.

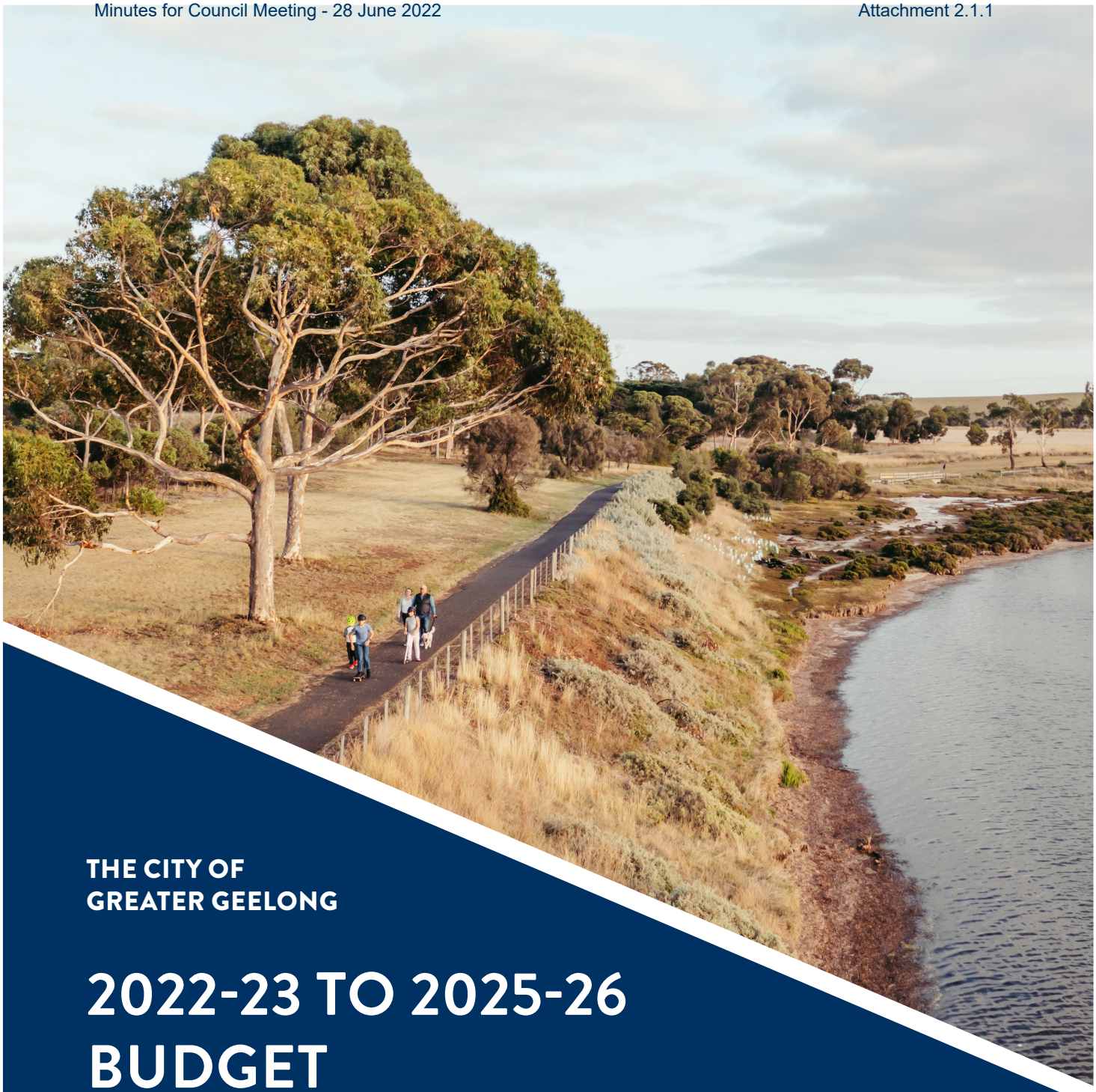
21. The budget has been developed in accordance with a timetable to ensure sufficient time to achieve the adoption timeframe and to include community consultation, meetings of the executive and preparation of the proposed 2022-23 Budget. The timetable provides a framework to manage risk for Council to meet its statutory obligations and avoid adverse implications if the process is delayed.

Environmental Sustainability

22. 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.

Attachments

1. 2022-23 to 2025-26 Budget 2022-23 Update [**2.1.1** - 104 pages]
2. Four Year Revenue and Rating Plan 2022-23 to 2025-26 [**2.1.2** - 28 pages]
3. Declaration of Rates and Charges 28 June 2022 [**2.1.3** - 19 pages]
4. Minutes of the Submissions Review Panel Hearing for 2022-23 Budget [**2.1.4** - 24 pages]



THE CITY OF
GREATER GEELONG

2022-23 TO 2025-26 BUDGET

2022-23 UPDATE

FOR ADOPTION 28 JUNE 2022

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 is accurate and complies with relevant Victorian legislation and the Model budget, each Council remains responsible to ensure that the budget they prepare is compliant with all statutory requirements.

A MESSAGE FROM THE MAYOR AND CEO

Budgets bring to life an organisation's purpose, values and priorities.

When their size ($430 million of operating expenditure) and scope (more than 130 services) is as far-reaching as ours, budgets are also far more than the sum of their parts.

At the City of Greater Geelong, we are working together to support a thriving community.

To deliver this, we're driving a culture of sustainable practice that focuses on the best long-term outcomes for our people, our environment and our economy.

Those three aims are at the heart of our Budget 2022-23.

One of our biggest sustainability challenges is preserving what people love about living and working in the region.

As we experience a remarkable period of population growth, we are investing in the places and spaces that bring our community together.

For the first time last year, we created a four-year budget that outlined $748 million worth of capital infrastructure spending over this Council term.

We are honouring all of those commitments in 2022-23, investing $206 million in a range of new and upgraded capital works projects.

In 2022-23 we will build facilities such as the Armstrong Creek Town Centre Library and Learning Hub, the North Bellarine Aquatic and Leisure Centre (stage one) and Lara Early Years Library and Community Hub.

As detailed in our 10-year asset plan, we are also determined to better maintain our existing assets across Greater Geelong, which combined are worth more than $3 billion.

We will lift our spend on asset renewal works in 2022-23, to upgrade a range of sport and recreation facilities, playgrounds, libraries, shared trails and streetscapes.

We will also begin major remediation works on heritage-listed assets, such as Osborne House and the Geelong Waterfront.

Further resources and investment will be directed to maintaining our ageing assets in coming years.

Our journey to a carbon-neutral future will see continued investment in environmental sustainability initiatives, such as powering the new Northern Aquatic and Community Hub with 100 per cent renewable energy.

Through our $9 million Community Grants program, we are also supporting community-led sustainability initiatives.

Among the variety of grant opportunities is the Environmental Sustainability grants pool, and a new Climate Change Action funding stream.

But as much as this budget is about investing in our community's future, it's also about being financially responsible.

To respond to the upheaval created by the COVID-19 pandemic, we implemented $19 million worth of support packages to assist the community to respond and recover.

While this unprecedented support saw us run two years of recurrent deficits, we were always keen to return to more sustainable levels.

In this Proposed Budget, we are following through on our commitment last year to bring the recurrent position back into the black in 2022-23.

The forecast $100,000 surplus is the first of four small annual surpluses we are aiming to deliver through to the 2025-26 financial year.

To help balance future budgets, reduce debt levels and invest in priority projects, we propose to sell further properties that are surplus to our long-term plans.

All our proposed actions and initiatives, outlined in this Proposed Budget, aim to steer Greater Geelong towards a financially, environmentally and socially sustainable future.

Cr Peter Murrihy

Mayor
City of Greater Geelong

Martin Cutter

CEO
City of Greater Geelong

EXECUTIVE SUMMARY

Last year Council adopted its first four-year budget, which is the key foundation for this 2022-23 update. This Budget has been developed in line with Council's ongoing commitment to sustainable budgeting and responsible financial management. The budget continues to maintain our current levels of services and support to the community as well as increasing our investment in our current assets and building new assets in our high growth areas

The first year of the budget, sees Council with a breakeven operating result of $107,000, as we see some services still recovering from the financial impacts from the COVID-19 pandemic, plus increased costs to deliver our services and infrastructure.

Council has continued to keep the overall rate increase to 1.75%, in line with the State Government's rate cap as well as limiting where possible fees and charges increases. Over the next four years Council is aiming to simplify the rating system and look to provide a more equitable distribution of rates payable between our rating differentials. This will see sectors of our community with average rates decreasing below the rate cap while others will see increases above the rate cap.

The City of Greater Geelong continues to manage the ongoing period of growth in the region, with high demand for services and infrastructure with continued investments in new assets and services for the growing areas. Council will continue to play a key role in leading and supporting the community through the future challenges that will arise.

Key outcomes from this budget include:

- A strategic and community-led approach to the prioritisation and development of community infrastructure, that drives business investment.
- 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.
- Key asset sales over the period to keep debt levels and liquidity to sustainable levels.

The 2022-23 Budget has been developed with five key fiscal objectives:

1. Council 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 in key growth areas.
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.

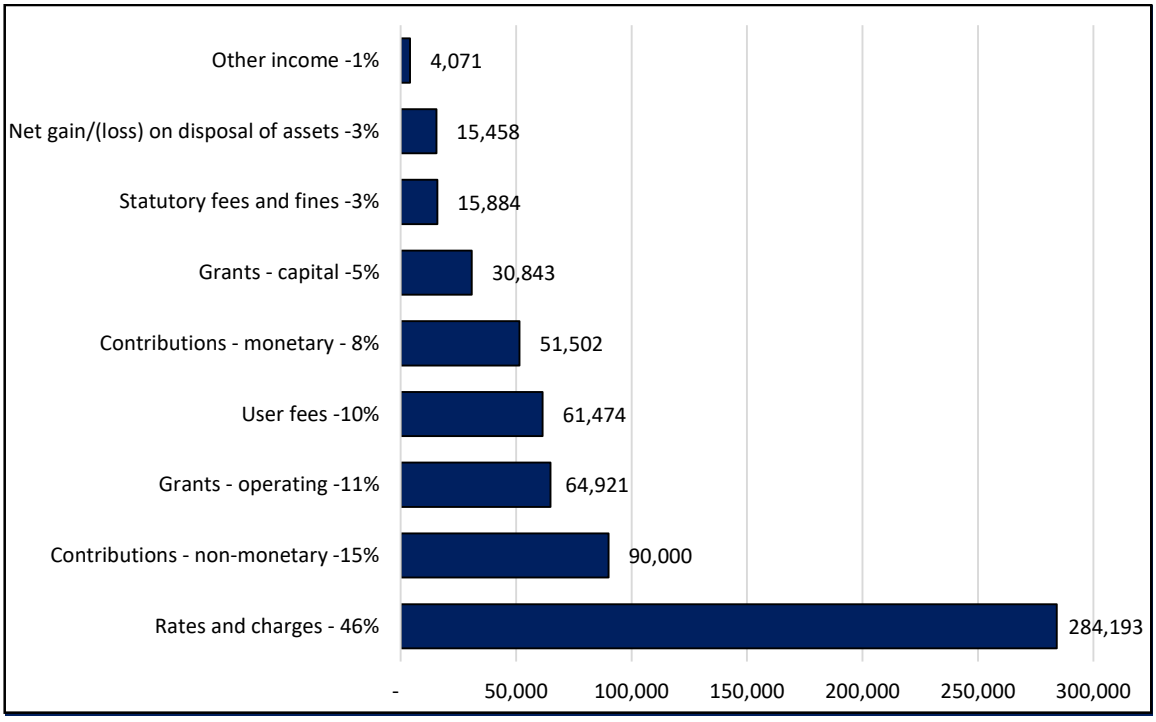
Financial Snapshot

	2021-22 Forecast $000's	2022-23 Budget $000's	% Movement
Total Income	542,479	618,348	14%
Total Expenditure	402,581	430,467	7%
Underlying Operating Surplus/ (Deficit)	9,301	107	99%
Cash result	(3,195)	61,323	2020%
Capital Works Program Expenditure (pre carryover)	182,759	206,492	13%
Funding the Capital Works Program			
Grants	19,421	30,843	59%
Contributions	30,597	38,590	26%
Council	98,633	80,862	(18%)
Borrowings	34,108	56,197	65%

1. INCOME AND EXPENDITURE

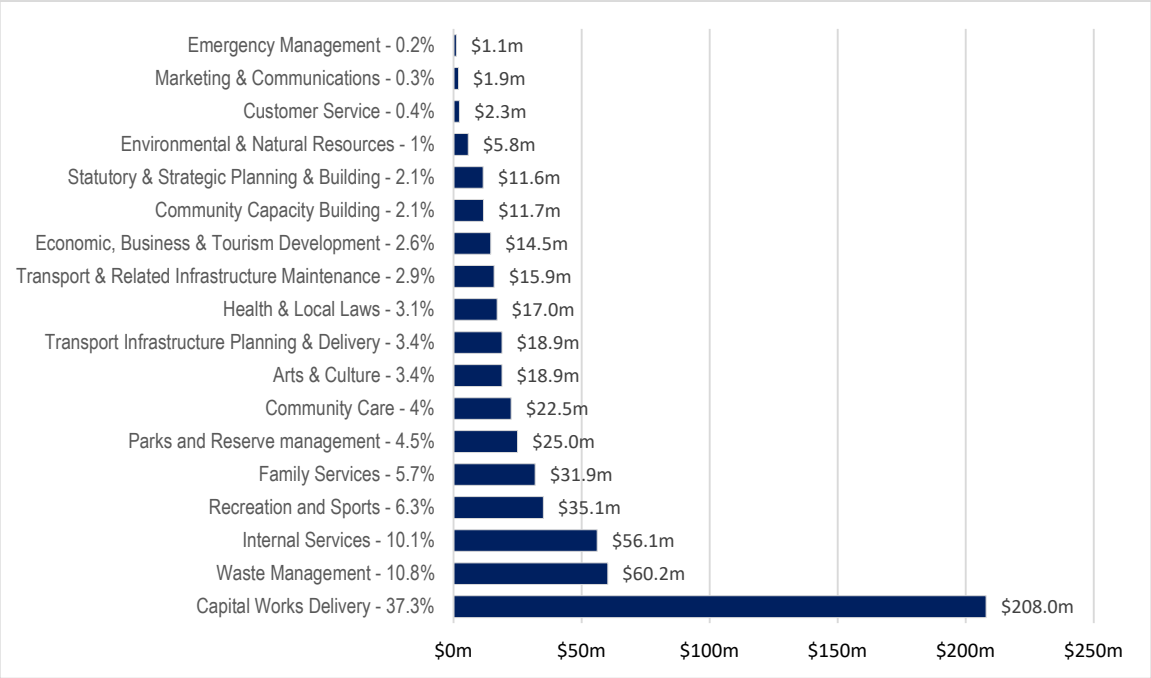
1(a). Breakdown of Total Comprehensive Income

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



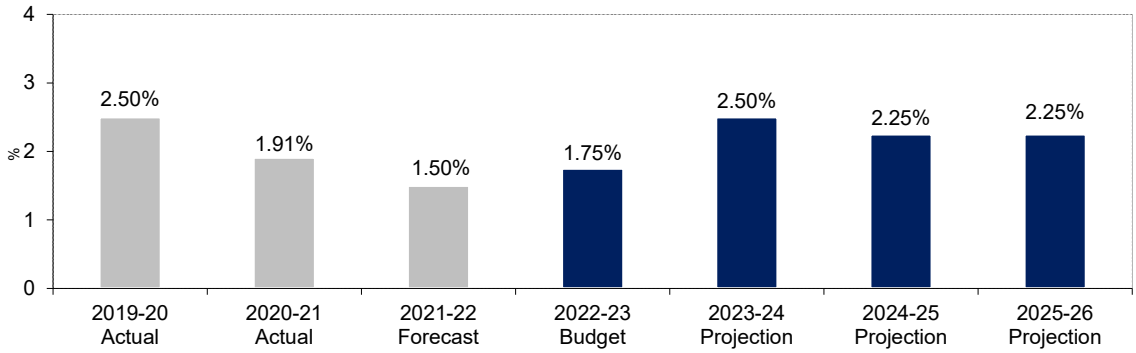
1(b). Breakdown of where our money goes

In 2022-23 the City will allocate $558.8 million expenditure (total expenses $430.4 million less non-cash items $78.1 million plus capital project expenditure $206.5 million) 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 46% of total comprehensive income and 66% of operating revenue. The increase in average rates for 2022-23 has been contained to 1.75%, 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 average 2.25% and this assumption will be subject to future announcements from the Minister for Local Government on an annual basis.

2(b). Average Rates Payable by Differential (excluding Waste Charge)

	2021-22	2022-23	Change	
	$	$	$	%
Residential	1,336.21	1,397.87	61.67	4.61%
Vacant land	1,526.16	1,626.05	99.89	6.55%
Commercial	5,550.70	5,162.15	(388.55)	(7.00%)
The Point residential	1,530.41	1,648.54	118.13	7.72%
The Point vacant land	1,791.21	1,925.08	133.87	7.47%
The Point commercial land	12,634.17	11,351.29	(1,282.88)	(10.15%)
Industrial	5,302.95	4,745.98	(556.96)	(10.50%)
Mixed use	2,527.03	2,628.11	101.08	4.00%
Farm	2,691.23	2,816.75	125.52	4.66%
Petroleum	844,236.78	685,625.64	(158,611.14)	(18.79%)
Cultural and Recreation	4,656.11	4,374.96	(281.15)	(6.04%)

In total, rate revenue will increase on average 1.75% in line with the State Government announced rate cap. As detailed in the table above average rate movements will differ by each rating differential, because of property valuation changes and the outcomes of Councils medium term rating strategy.

Average residential rates will increase $61.67 or a 4.6% for the 2022-23 year. Commercial rate payers may see an average rate reduction of ($388.55) or (7.0%) and Industrial an average reduction of ($556.96) or (10.5%).

The 2022-23 rate notices will include the 2022 valuations, where the average residential valuation increase was 25.2%, commercial 5.1% and industrial 7.6%. The rates and charges for individual 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 properties in the municipality.

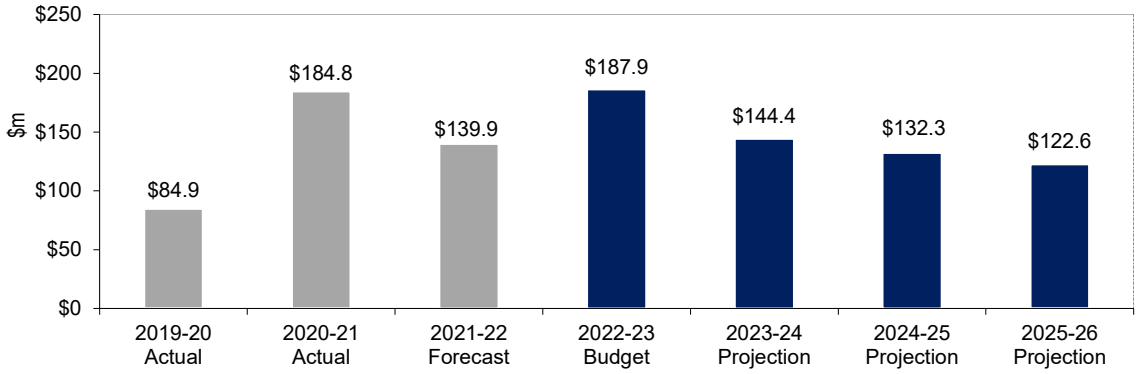
The City exercises discretion in the setting of differential rates to increase one differential higher than the rate cap relative to others. Council plans to reduce the relativity between Industrial, Commercial and Residential over the medium term, commencing from 2023-23.

3. RESULTS

3(a). Total Comprehensive Result

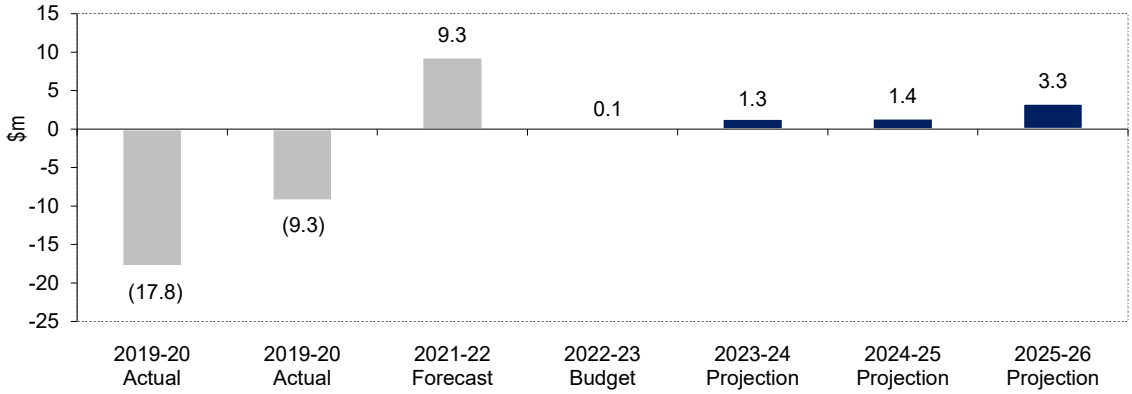
The 2022-23 budget shows a total surplus of $187.9 million, an increase of $48.0 million over the 2021-22 forecast result. The total comprehensive result comprises the underlying operating result $0.1 million plus monetary and non-monetary contributions from developers of $49.4 million and $90.0 million respectively, capital grants income of $30.8 million and gain on asset disposal of $15.5 million.

The movement from the 2021-22 forecast is largely due to improved user fees $15.0 million, increased gain on asset sales $16.7 million and stronger rates and charges $14.4 million, offset by higher material and services expenditure ($6.9 million), employee costs ($13.9 million).



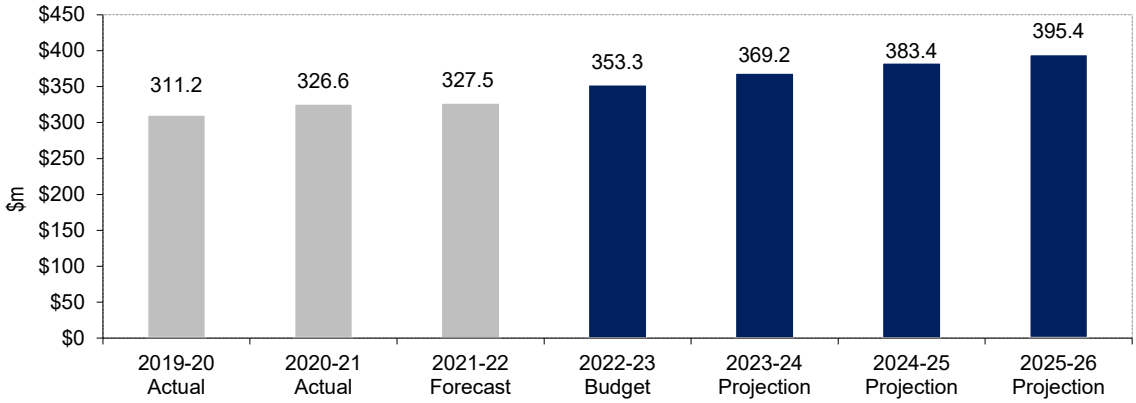
3(b). Underlying (Recurrent) Operating Result

The total underlying result is a break-even position of $107,000 for the 2022-23 financial year. The result is lower than prior year due to the timing of the Federal Grants Commission income, increased operating costs offset by improved rates and charges and user fees. Operating surpluses are expected in the projected years.



4. SERVICES

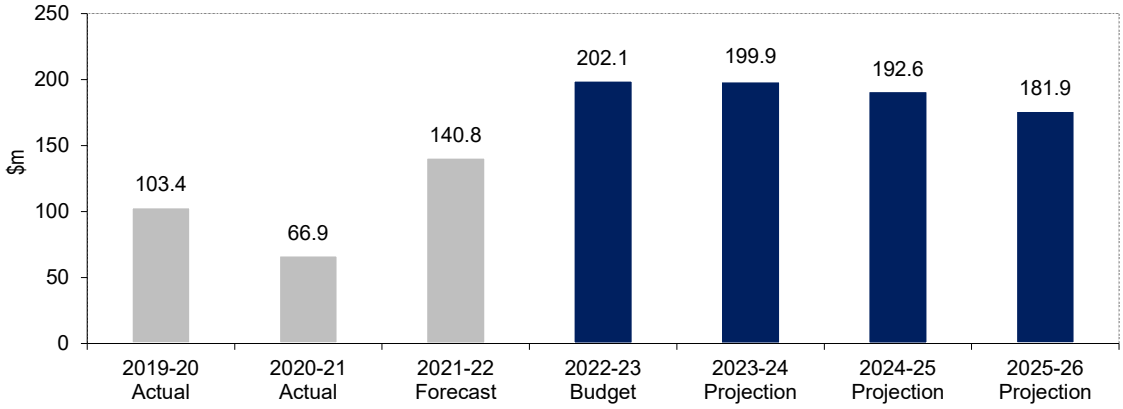
The cost of services delivered to the community for the 2022-23 year is expected to be $353.3 million which is an increase of $25.9 million over the 2021-22 forecast. A key influencing factor in the development of the 2022-23 budget has been the maintenance of existing service funding levels and the inclusion of other agreed community funding increases.



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

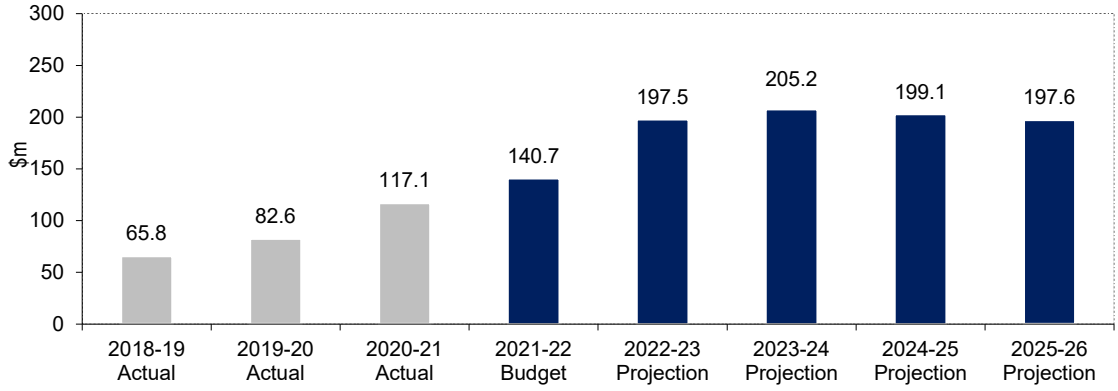
5. CASH & INVESTMENTS & BORROWINGS

5(a). Cash & Investments



Cash on hand as at 30 June 2023 is expected to be $202.1 million. Increased cash levels are a result of developer contributions and grants expected to be received during 2022-23. Whilst cash levels are dropping over the course of the four-year plan, liquidity levels remain strong and above agreed risk levels.

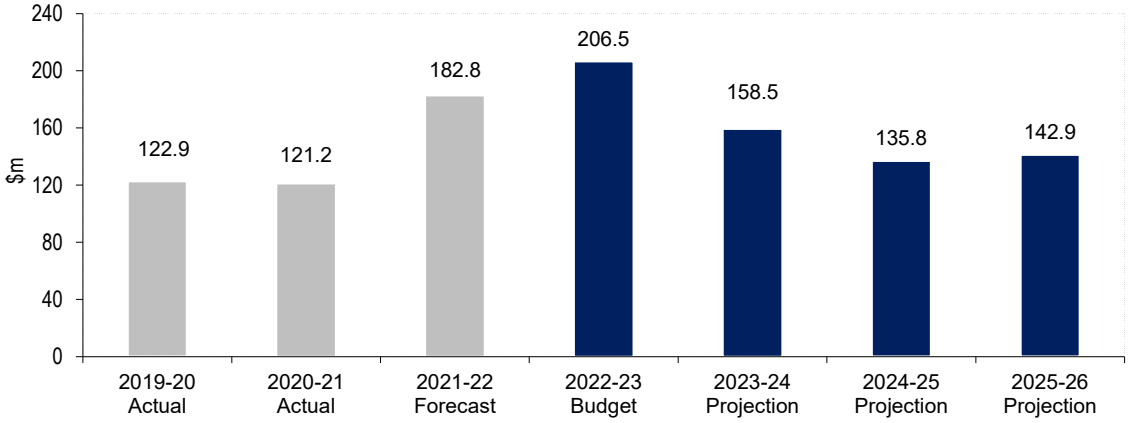
5(b). Loan Borrowings Balance



Total new borrowings for 2022-23 are expected to be $70.1 million ($14.8 million of which are carried over from prior years). This will result in a closing loan balance of $197.5 million as at 30 June 2023. New borrowings will fund developer contribution projects, LED streetlighting, design and construction of the North Bellarine Aquatic Centre and the Northern Aquatic and Community Hub. The proposed cash balance as at 30 June 2023 is adequate to meet our short-term obligations.

6. CAPITAL WORKS

6(a). Capital Works Expenditure



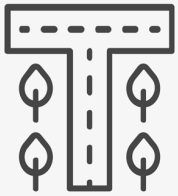
Over the 2021-22 and 2022-23 financial years, the City will be delivering the largest capital program in its history, which will help stimulate the regions recovery from the COVID-19 pandemic and continue to drive investment.

Expenditure for the 2022-23 year is proposed at $206.5 million (excluding impacts of carryover). The program is expected to deliver key funding for core programs, ageing infrastructure and the construction of the Northern Aquatic and Community Hub and North Bellarine Aquatic Centre, as well as investments in our parks, leisure and sporting grounds.

6(b). Capital Works Expenditure by Type

$97.1

Buildings



$45.8

Roads, paths, kerb and channel and drains

$4.4m

Land acquisitions

$31.2

Parks, open space and leisure

$8.4m

Plant & equipment

$8.7m

Roadside Infrastructure & furniture

$10.9m

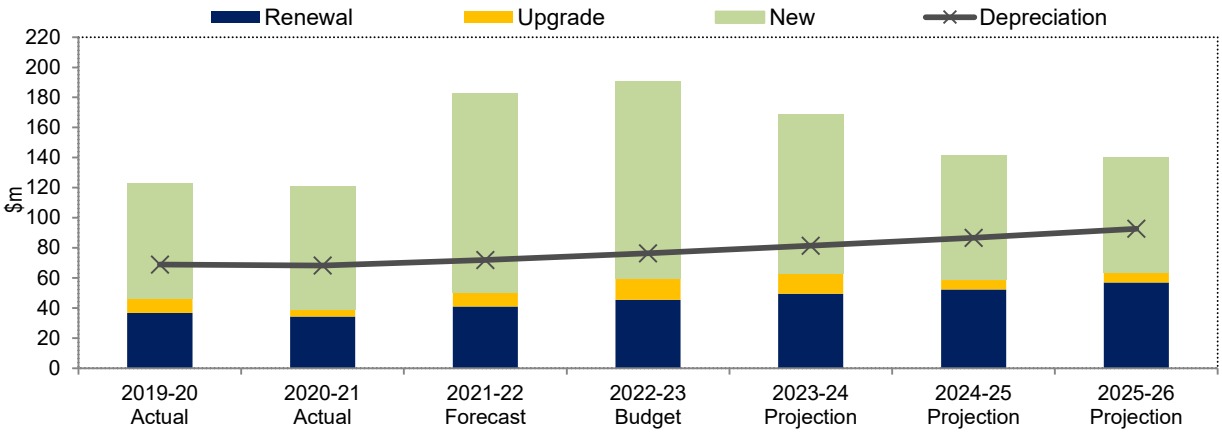
Other

6(c). Capital Spend by Classification

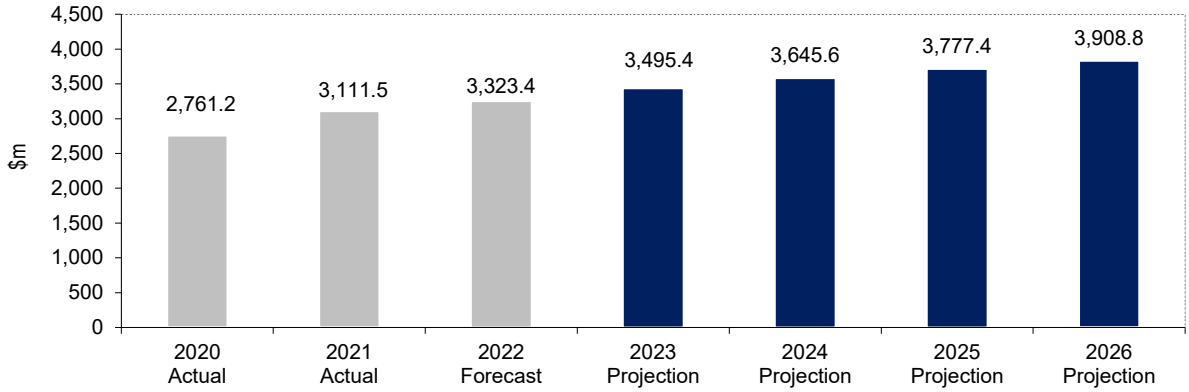
The graph below highlights the ratio of renewal and upgrade expenditure to depreciation.

The percentage of renewal / upgrade capital expenditure is a long-term indicator of how well the City is maintaining its current asset base. 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 due to finish construction by the end of 2021-22 and the construction of the Northern Aquatic and Community Hub over 2022-23 and 2023-24.



7. Asset Values



Net assets (net worth) will increase by $172.0 million to $3,495.4 million as at 30 June 2023.

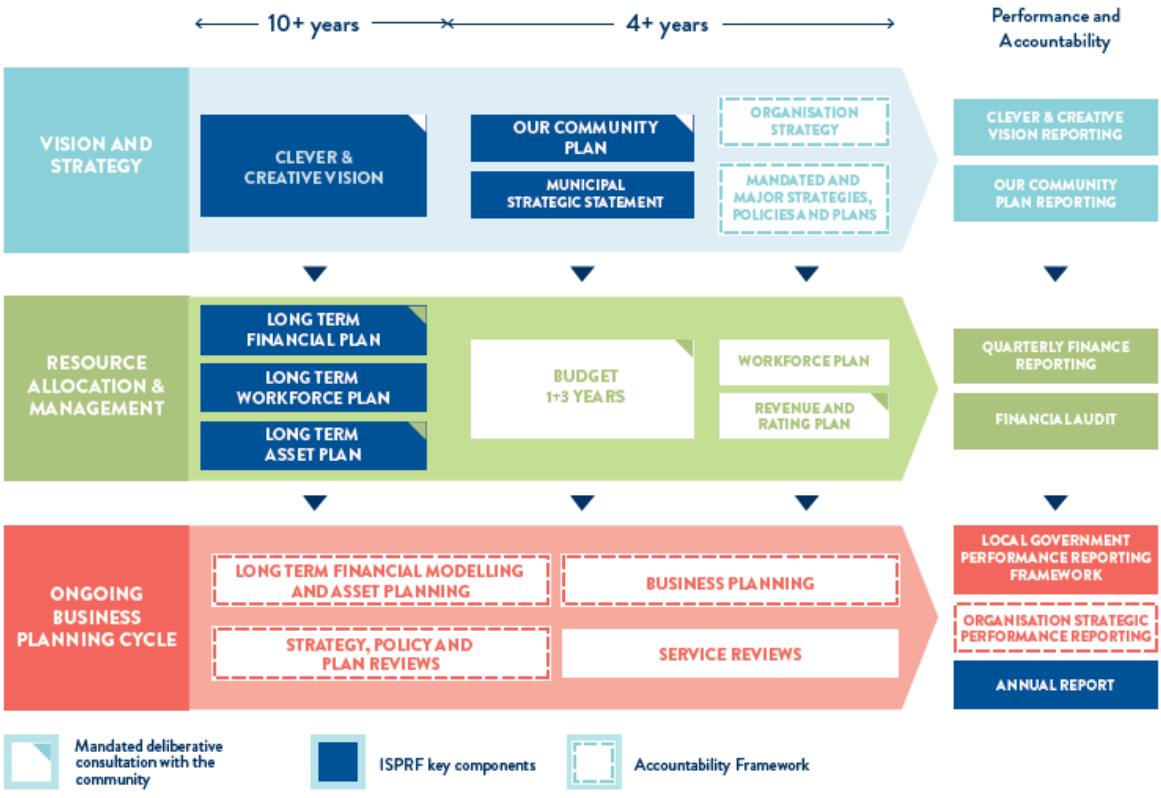
1. INTEGRATED PLANNING AND REPORTING FRAMEWORK

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, Financial Plan and Asset Management Plan), medium term (Our Community Plan – our integrated Council Plan and Municipal Public Health and Wellbeing Plan, Strategic 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

Annually, Council adopt a budget for the next four financial years, which 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.



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 and 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 2022–23 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. In 2021, we 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.

The five health and wellbeing priorities are:

- Tackling climate change and its impact on health
- Increasing healthy eating
- Increasing active living
- Demonstrating and promoting gender equity practices
- Improving mental wellbeing and social connection.

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 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*

Services

Service area	Description of services provided		2020-21 Actual $'000	2021-22 Forecast $'000	2022-23 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*	19,188	25,681	21,781
		Exp	20,223	22,887	22,550
		Surplus / (deficit)	(1,035)	2,794	(769)

* Supports health and wellbeing priorities

Service area	Description of services provided		2020-21 Actual $'000	2021-22 Forecast $'000	2022-23 Budget $'000
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*	1,082	1,360	1,508
		Exp	5,463	5,793	6,562
		Surplus / (deficit)	(4,381)	(4,434)	(5,054)
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*	24,783	26,715	26,504
		Exp	28,575	30,810	31,901
		Surplus / (deficit)	(3,792)	(4,095)	(5,397)
Healthy Communities	Creating opportunities to improve social and health equity by working with our communities and leading a whole of organisation approach.	*Inc*	77	58	33
		Exp	2,586	3,112	2,797
		Surplus / (deficit)	(2,510)	(3,055)	(2,763)
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*	7,988	9,460	17,531
		Exp	18,246	21,446	26,835
		Surplus / (deficit)	(10,258)	(11,986)	(9,305)
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*	37	17	17
		Exp	2,279	3,236	3,205
		Surplus / (deficit)	(2,242)	(3,219)	(3,188)
Health & Local Laws	Responsible for implementing protection and prevention programs that provide for a healthy, safe and harmonious environment for our community.	*Inc*	8,941	12,517	18,026
		Exp	10,995	13,381	15,191
		Surplus / (deficit)	(2,054)	(863)	2,835
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*	467	398	1,156
		Exp	17,334	18,792	18,912
		Surplus / (deficit)	(16,867)	(18,394)	(17,755)
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 plan for, respond to, and recover from an emergency event by planning for the three 'phases' of an emergency.	*Inc*	591	656	413
		Exp	3,358	2,574	1,146
		Surplus / (deficit)	(2,767)	(1,918)	(734)

Major Initiatives

1) Northern Aquatic and Community Hub
2) North Bellarine Aquatic Centre
3) Rippleside Park inclusive play space

Other Initiatives

4) Community Facility Infrastructure Grants
5) Library, community and learning hubs including: Armstrong Creek Town Centre Library and Learning Hub, Barwon Heads Arts and Community Hub, Chilwell Library, Drysdale Library, Jetty Road Children's and Community Hub, Lara Early Years Library and Community Hub
6) Playground Development Program
7) Public Art Strategy project delivery
8) Social housing implementation
9) Sport and recreation facility upgrades including: Anakie Football / Netball Club, Corio Football / Cricket Club, Landy Field, Lara Recreation Reserve Master Plan, Portarlington Recreation Reserve Master Plan, Newcomb and District Cricket Club and Newcomb Netball Club, Barwon Heads Bowling Club, St Leonards Cricket Club, Waurn Ponds Playground, Skate Park and BMX Track

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 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.

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		2020-21 Actual $'000	2021-22 Forecast $'000	2022-23 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*	9,527	6,587	6,923
		Exp	13,890	10,062	11,574
		Surplus/ (deficit)	(4,364)	(3,475)	(4,650)
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*	1,122	828	62
		Exp	3,520	3,348	3,877
		Surplus/ (deficit)	(2,399)	(2,520)	(3,815)
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*	-	-	
		Exp	1,023	1,483	2,060
		Surplus/ (deficit)	(1,023)	(1,483)	(2,060)
Central Geelong & Waterfront	Responsible for the planning, design, activation, curation and management of public spaces within Central Geelong and the Waterfront precincts.	*Inc*	1,235	143	291
		Exp	4,360	4,624	5,043
		Surplus/ (deficit)	(3,125)	(4,481)	(4,752)

* Supports health and wellbeing priorities

Service area	Description of services provided		2020-21 Actual $'000	2021-22 Forecast $'000	2022-23 Budget $'000
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*	535	446	676
		Exp	12,293	12,806	15,902
		Surplus/ (deficit)	(11,758)	(12,360)	(15,226)
Engineering Services	Responsible for management of engineering infrastructure assets, management of roads and drains, transport, parking and land development.	*Inc*	5,951	5,537	6,367
		Exp	19,947	17,478	18,860
		Surplus/ (deficit)	(13,996)	(11,940)	(12,494)
Environment & Waste Services	Responsible for the delivery of environment, sustainability and waste programs including development and implementation of corporate strategies and policies for Council. Note: cost of collections is funded through the waste charge in general rates	*Inc*	12,190	13,927	14,546
		Exp	49,910	56,233	65,977
		Surplus/ (deficit)	(37,720)	(42,306)	(51,431)
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*	270	373	196
		Exp	22,185	23,460	24,961
		Surplus/ (deficit)	(21,916)	(23,087)	(24,765)
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*	12	12	71
		Exp	1,992	1,360	1,445
		Surplus/ (deficit)	(1,980)	(1,348)	(1,374)

Major Initiatives

1) Sparrovale Wetlands Master Plan phase 1
2) Integrated Transport Plan
3) LED street lighting and smart control technology

Other Initiatives

4) Coastal and Marine Management Plan
5) Environment reserves capital improvements
6) Footpath, road and drainage renewal
7) Lara Golf Club Water Sustainability and New Irrigation System Scoping Study
8) Mount Brandon Masterplan
9) Open space and recreation renewal
10) Osborne House remedial works
11) Province Estate Highton – Wandana Gully landscaping and water treatment
12) Shared Trails Masterplan implementation of linkages
13) Traffic management improvements
14) Urban Design Framework implementation including Highton shopping strip and Pakington Street
15) Waterfront renewal

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		2020-21 Actual $'000	2021-22 Forecast $'000	2022-23 Budget $'000
Economic Development	Supporting an environment that is attractive and conducive to business and investment leading to job creation for the community.	*Inc*	1,096	123	44
		Exp	2,650	2,149	2,502
		Surplus/ (deficit)	(1,554)	(2,027)	(2,458)
Events	Providing both a regulatory and a discretionary role in the support of events to be staged in the Geelong region.	*Inc*	51	1,360	10
		Exp	2,360	1,051	3,290
		Surplus/ (deficit)	(2,309)	309	(3,280)

* Supports health and wellbeing

Service area	Description of services provided		2020-21 Actual $'000	2021-22 Forecast $'000	2022-23 Budget $'000
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	1,154	1,236	1,523
		Surplus/ (deficit)	(1,154)	(1,236)	(1,523)
Tourism	Growing and supporting the visitor economy through leadership, promotion and development.	*Inc*	131	213	214
		Exp	2,555	2,332	2,519
		Surplus/ (deficit)	(2,424)	(2,119)	(2,305)

Major Initiatives

1) Free public Wi-Fi and enhanced broadband

Other Initiatives

2) 2P Parking, 1 Hour Free
3) Revitalising Central Geelong City Deal Green Spine Block 1

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 by making strategic decisions in alignment with the four-year organisational priorities of this strategic direction, if we are to continue delivering services, programs, and infrastructure to our communities in a way that is equitable and valuable.

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*
- Foster excellence and equity in planning for our growing region
- Continue to strengthen our workforce capabilities and culture*
- Create a more efficient and effective organisation
- Develop a digital core of brilliant basic technology that supports better ways of working
- Ensure that our employees are safe at work*
- Focus on economic, social, and environmental sustainability

Services

Service area	Description of services provided		2020-21 Actual $'000	2021-22 Forecast $'000	2022-23 Budget $'000
Strategy, People and Performance	Responsible for promoting and empower excellence in people so that our organisation can perform at its very best Also for ensuring the long-term vision is brought to life and cascades business planning throughout the organisation. Development and reporting of key organisation performance metrics.	*Inc*	15	4	-
		Exp	11,132	11,421	13,829
		Surplus/ (deficit)	(11,118)	(11,417)	(13,829)
Corporate & Customer Services	Business Improvement, Digital information services, financial services, integrity and risk, legal service, customer services and property, procurement and assets.	*Inc*	4,310	4,358	4,404
		Exp	40,793	45,217	49,011
		Surplus/ (deficit)	(36,483)	(40,859)	(44,606)
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*	3	55	10
		Exp	2,582	2,794	3,482
		Surplus/ (deficit)	(2,579)	(2,738)	(3,472)
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*	11	2	3
		Exp	2,874	2,861	3,459
		Surplus/ (deficit)	(2,863)	(2,859)	(3,456)

* Supports health and wellbeing priorities

Major Initiatives

1) Cyber security

Other Initiatives

2) Light fleet replacement core program
3) Sustainability Framework implementation

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 2022-23 has been supplemented with projections to 2025-26.

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 Changes in Equity
Statement of Cash Flows
Statement of Capital Works
Statement of Human Resources

Comprehensive Income Statement

For the four years ending 30 June 2026

	Notes	Forecast 2021-22 $'000	Budget 2022-23 $'000	2023-24 $'000	2024-25 $'000	Projections 2025-26 $'000
Income						
Rates and charges	4.1.1	269,836	**284,193**	300,863	316,634	332,938
Statutory fees and fines	4.1.2	14,693	**15,884**	16,202	16,526	16,856
User fees	4.1.3	46,429	**61,474**	64,140	65,583	67,059
Grants - Operating	4.1.4	75,365	**64,921**	66,032	67,517	69,036
Grants - Capital	4.1.4	19,422	**30,843**	8,429	5,146	4,527
Contributions - monetary	4.1.5	33,106	**51,502**	34,551	38,105	27,090
Contributions - non-monetary	4.1.5	80,000	**90,000**	90,000	90,000	90,000
Net gain/(loss) on disposal of property, infrastructure, plant and equipment		(1,296)	**15,458**	10,136	(2,204)	(2,209)
Fair value adjustments for investment property		-	**-**	-	-	-
Share of net profits/(losses) of associates and joint ventures		-	**-**	-	-	-
Other income	4.1.6	4,923	**4,071**	5,355	5,926	5,966
Total income		542,479	**618,348**	595,708	603,232	611,264
Expenses						
Employee costs	4.1.7	175,285	**189,217**	195,408	203,959	212,674
Materials and services	4.1.8	120,605	**127,454**	139,420	143,483	150,532
Depreciation	4.1.9	72,021	**76,360**	81,416	86,816	92,697
Amortisation - intangible assets	4.1.10	387	**387**	387	387	387
Amortisation - right of use assets	4.1.11	2,700	**385**	342	281	88
Bad and doubtful debts		(1,184)	**1,038**	1,060	1,060	1,060
Borrowing costs		2,916	**3,497**	4,724	5,014	4,803
Finance Costs - leases		57	**27**	21	11	5
Other expenses	4.1.12	29,795	**32,103**	28,571	29,888	26,356
Total expenses		402,581	**430,467**	451,349	470,899	488,601
Surplus/(deficit) for the year		139,898	**187,880**	144,359	132,334	122,662
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		139,898	**187,880**	144,359	132,334	122,662

Balance Sheet

For the four years ending 30 June 2026

	Notes	Forecast 2021-22 $'000	Budget 2022-23 $'000	2023-24 $'000	2024-25 $'000	Projections 2025-26 $'000
Assets						
Current assets						
Cash and cash equivalents		140,810	**202,134**	199,903	192,600	181,949
Trade and other receivables		18,117	**18,417**	18,717	19,017	19,317
Other financial assets		1,977	**1,977**	1,977	1,977	1,977
Inventories		772	**857**	879	898	919
Non-current assets classified as held for sale		-	**-**	-	-	-
Other assets		-	**-**	-	-	-
Total current assets		161,677	**223,385**	221,476	214,492	204,162
Non-current assets						
Trade and other receivables		9,918	**10,019**	10,224	10,432	10,645
Other financial assets		-	**-**	-	-	-
Investments in associates, joint arrangement and subsidiaries		-	**-**	-	-	-
Property, infrastructure, plant & equipment	4.2.1	3,321,316	**3,493,737**	3,644,323	3,776,496	3,908,245
Right-of-use assets	4.2.4	774	**898**	555	256	168
Investment property		9,327	**9,327**	9,327	9,327	9,327
Intangible assets		2,063	**1,676**	1,289	902	515
Total non-current assets		3,343,399	**3,515,658**	3,665,719	3,797,414	3,928,901
Total assets		3,505,075	**3,739,043**	3,887,195	4,011,906	4,133,063
Liabilities						
Current liabilities						
Trade and other payables		46,812	**33,360**	34,709	35,661	36,377
Trust funds and deposits		10,000	**10,000**	10,000	10,000	10,000
Unearned income/revenue		-	**-**	-	-	-
Provisions		35,619	**38,438**	39,694	41,426	43,190
Interest-bearing liabilities	4.2.3	14,269	**19,498**	20,968	29,118	21,065
Lease liabilities	4.2.4	437	**361**	304	101	104
Total current liabilities		107,137	**101,659**	105,674	116,305	110,737
Non-current liabilities						
Provisions		19,271	**19,542**	13,385	9,525	7,168
Interest-bearing liabilities	4.2.3	126,382	**178,038**	184,279	169,986	176,511
Lease liabilities	4.2.4	905	**544**	237	137	33
Total non-current liabilities		146,558	**198,123**	197,902	179,647	183,712
Total liabilities		253,696	**299,783**	303,576	295,953	294,448
Net assets		3,251,380	**3,439,260**	3,583,619	3,715,953	3,838,615
Equity						
Accumulated surplus		1,789,176	**1,954,615**	2,109,903	2,250,653	2,370,380
Reserves		1,462,204	**1,484,645**	1,473,716	1,465,300	1,468,235
Total equity		3,251,380	**3,439,260**	3,583,619	3,715,953	3,838,615

Statement of Changes in Equity

For the four years ending 30 June 2026

	Notes	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
2022 Forecast Actual					
Balance at beginning of the financial year		3,111,481	1,652,274	1,396,297	62,910
Impact of adoption of new accounting standards		-	-	-	-
Adjusted opening balance		3,111,481	1,652,274	1,396,298	62,910
Surplus/(deficit) for the year		139,898	139,898	-	-
Net asset revaluation increment/(decrement)		-		-	-
Transfers to other reserves		-	(49,426)	-	49,426
Transfers from other reserves		-	46,429	-	(46,429)
Balance at end of the financial year		**3,251,380**	**1,789,176**	**1,396,297**	**65,908**
2023 Budget					
Balance at beginning of the financial year		3,251,380	1,789,176	1,396,297	65,908
Surplus/(deficit) for the year		187,880	187,880	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves	4.3.1	-	(78,944)	-	78,944
Transfers from other reserves	4.3.1	-	56,503	-	(56,503)
Balance at end of the financial year	4.3.2	**3,439,260**	**1,954,615**	**1,396,297**	**88,349**
2024					
Balance at beginning of the financial year		3,439,260	1,954,615	1,396,297	88,349
Surplus/(deficit) for the year		144,354	144,354	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(57,124)	-	57,124
Transfers from other reserves		-	68,054	-	(68,054)
Balance at end of the financial year		**3,583,619**	**2,109,902**	**1,396,297**	**77,420**
2025					
Balance at beginning of the financial year		3,583,619	2,109,902	1,396,297	77,420
Surplus/(deficit) for the year		132,334	132,334	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(61,342)	-	61,342
Transfers from other reserves		-	69,758	-	(69,758)
Balance at end of the financial year		**3,175,953**	**2,250,653**	**1,396,297**	**69,003**
2026					
Balance at beginning of the financial year		3,175,953	2,250,653	1,396,297	69,003
Surplus/(deficit) for the year		122,647	122,647	-	-
Net asset revaluation increment/(decrement)		-	-	-	-
Transfers to other reserves		-	(57,814)	-	57,814
Transfers from other reserves		-	54,879	-	(54,879)
Balance at end of the financial year		**3,838,614**	**2,370,379**	**1,396,297**	**71,939**

Statement of Cash Flows

For the four years ending 30 June 2026

	Notes	Forecast 2021-22 $'000	Budget 2022-23 $'000	2023-24 $'000	2024-25 $'000	Projections 2025-26 $'000
		Inflows (Outflows)	**Inflows (Outflows)**	Inflows (Outflows)	Inflows (Outflows)	Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		269,836	**281,826**	300,637	316,408	332,727
Statutory fees and fines		14,693	**15,884**	16,202	16,526	16,856
User fees		46,429	**58,549**	64,045	65,489	66,950
Grants - operating		75,365	**64,921**	66,032	67,517	69,036
Grants - capital		19,422	**30,843**	8,429	5,146	4,526
Contributions - monetary		33,106	**51,502**	34,551	38,105	27,090
Interest received		459	**336**	1,526	2,010	1,963
Dividends received		-	**-**	-	-	-
Trust funds and deposits taken		-	**-**	-	-	-
Other receipts		4,465	**3,736**	3,829	3,916	4,004
Net GST refund / payment		19,000	**19,000**	19,000	19,000	19,000
Employee costs		(181,560)	**(189,674)**	(195,897)	(203,966)	(212,688)
Materials and services		(113,238)	**(136,495)**	(133,991)	(138,661)	(143,878)
Short-term, low value and variable lease payments		-	**-**	-	-	-
Trust funds and deposits repaid		-	**-**	-	-	-
Other payments		(43,001)	**(48,308)**	(50,713)	(51,818)	(52,779)
Net cash provided by/(used in) operating activities	**4.4.1**	144,977	**152,120**	133,649	139,672	132,807
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(182,758)	**(191,018)**	(166,952)	(140,078)	(141,521)
Proceeds from sale of property, infrastructure, plant and equipment		17,398	**47,256**	28,466	4,577	4,502
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	(165,360)	**(143,762)**	(138,486)	(135,501)	(137,019)
Cash flows from financing activities						
Finance costs		(2,916)	**(3,497)**	(4,724)	(5,014)	(4,803)
Proceeds from borrowings		34,000	**70,968**	27,209	14,825	27,590
Repayment of borrowings		(10,975)	**(14,083)**	(19,498)	(20,968)	(29,118)
Interest paid - lease liability		(57)	**(27)**	(21)	(11)	(5)
Repayment of lease liabilities		(2,864)	**(395)**	(361)	(306)	(101)
Net cash provided by/(used in) financing activities	4.4.3	17,189	**52,966**	2,606	(11,474)	(6,437)
Net increase/(decrease) in cash & cash equivalents		(3,195)	**61,323**	(2,231)	(7,304)	(10,649)
Cash and cash equivalents at the beginning of the financial year		144,005	**140,810**	202,134	199,904	192,600
Cash and cash equivalents at the end of the financial year		140,810	**202,134**	199,904	192,600	181,949

Statement of Capital Works

For the four years ending 30 June 2026

	Notes	Forecast 2021-22 $'000	Budget 2022-23 $'000	2023-24 $'000	2024-25 $'000	Projections 2025-26 $'000
Property						
Land		17,222	**4,380**	14,550	9,802	18,866
Buildings		83,595	**94,861**	48,812	34,437	34,550
Heritage buildings		300	**2,200**	2,000	3,000	1,000
Total property		101,116	**101,441**	65,362	47,239	54,416
Plant and equipment						
Fleet		7,761	**5,110**	5,212	5,316	5,423
Minor plant and equipment		115	**118**	120	122	125
Arts & Culture		195	**199**	253	307	313
Computers and telecommunications		3,354	**2,990**	3,217	2,354	2,401
Total plant and equipment		11,425	**8,417**	8,802	8,100	8,262
Infrastructure						
Roads		21,194	**25,201**	30,812	27,432	27,957
Roadside infrastructure & furniture		8,493	**8,715**	4,728	377	1,014
Bridges		631	**1,140**	829	1,038	1,059
Paths		5,325	**10,328**	9,615	10,437	7,819
Drainage		4,706	**6,010**	10,027	7,978	7,145
Kerb and Channel		2,425	**3,137**	2,435	2,483	2,533
Parks, open space and leisure		19,575	**31,172**	14,075	19,917	16,644
Waste management		1,152	**1,538**	651	664	3,677
Environment and costal structures		839	**945**	1,306	1,317	1,343
Other infrastructure		5,876	**8,449**	9,885	8,859	11,072
Total infrastructure		70,217	**96,634**	84,363	80,502	80,263
Total capital works expenditure (pre-carryover)		182,759	**206,492**	158,257	135,841	142,941
Carryover from prior year			**25,856**	41,330	31,405	27,168
Carryover to next year			**(41,330)**	(31,405)	(27,168)	(28,588)
Total capital works expenditure	4.5.1	182,759	**191,018**	168,452	140,078	141,521
Represented by:						
New asset expenditure		132,670	**127,436**	105,661	81,787	77,819
Asset renewal expenditure		40,985	**48,926**	49,459	52,310	56,971
Asset upgrade expenditure		9,103	**14,656**	13,332	5,981	6,731
Total capital works expenditure	4.5.1	**182,759**	**191,018**	**168,452**	**140,078**	**141,521**
Funding sources represented by:						
Grants		19,421	**30,843**	8,430	5,190	4,527
Contributions		30,597	**38,590**	29,742	39,910	33,317
Council cash		98,633	**50,618**	103,072	80,152	76,087
Borrowings		34,108	**70,968**	27,209	14,825	27,591
Total capital works expenditure	4.5.1	**182,759**	**191,018**	**168,452**	**140,078**	**141,521**

Statement of Human Resources

For the four years ending 30 June 2026

	Forecast Actual	Budget			Projections
	2021-22	2022-23	2023-24	2024-25	2025-26
	$'000	$'000	$'000	$'000	$'000
Staff expenditure					
Employee costs - operating	175,285	**189,217**	195,407	203,958	212,674
Employee costs - capital	9,634	**10,191**	9,283	7,728	7,502
Total staff expenditure	184,920	**199,408**	204,690	211,686	220,175
	FTE	**FTE**	FTE	FTE	FTE
Staff numbers (full year average)					
Average FTE - operating	1,645.0	**1,743.1**	1,756.3	1,788.5	1,819.4
Average FTE- capital	82.2	**84.6**	75.2	61.1	57.8
Total average staff numbers	1,727.2	**1,827.7**	1,831.5	1,849.5	1,877.2

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

Department	Budget	Comprises			
		Permanent		Casual	Temporary
	2022-23	Full Time	Part time		
	$'000	$'000	$'000	$'000	$'000
Chief Executive	**5,205**	4,474	383	20	328
Strategy, People and Performance	**12,729**	8,532	1,829	26	2,343
Customer & Corporate Services	**18,992**	12,708	4,155	463	1,665
City Services	**52,970**	44,910	5,281	911	1,868
Community Life	**73,452**	28,510	35,076	6,393	3,474
City Planning and Economy	**24,513**	18,054	4,751	626	1,072
Total permanent staff expenditure	**187,862**	117,190	51,474	8,439	10,749
Supplementary labour and other	**1,355**				
Total operating expenditure	**189,217**				
Capitalised labour costs	**10,191**				
Total expenditure	**199,408**				

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
	2022-23	Full Time	Part time		
Chief Executive	**35**	30	3	0	2
Strategy, People and Performance	**84**	56	12	0	16
Customer & Corporate Services	**155**	103	34	5	13
City Services	**518**	442	52	10	14
Community Life	**740**	291	358	61	31
City Planning and Economy	**212**	156	41	7	8
Total permanent staff FTE	**1,743.1**	1,077	499	82	85
Capitalised labour FTE	**84.6**				
Total permanent FTE	**1,827.7**				
Supplementary labour and other	**12.3**				
Total staff	**1,840.0**				

Summary of Planned Human Resources Expenditure

For the four years ended 30 June 2026

Total $'000	2022-23 $'000	2023-24 $'000	2024-25 $'000	2025-26 $'000
Chief Executive				
Permanent - Full time	4,474	4,621	4,823	5,029
Female	*3,351*	*3,461*	*3,613*	*3,767*
Male	*1,123*	*1,160*	*1,210*	*1,262*
Permanent - Part time	383	396	413	431
Female	*383*	*396*	*413*	*431*
Male	*0*	*0*	*0*	*0*
Total Chief Executive	**4,857**	5,016	5,236	5,460
Strategy, People and Performance				
Permanent - Full time	8,532	8,812	9,197	9,591
Female	*6,052*	*6,251*	*6,524*	*6,803*
Male	*2,480*	*2,561*	*2,673*	*2,787*
Permanent - Part time	1,829	1,889	1,971	2,056
Female	*1,829*	*1,889*	*1,971*	*2,056*
Male	*0*	*0*	*0*	*0*
Total Strategy, People and Performance	**10,361**	10,701	11,169	11,646
Customer and Corporate Services				
Permanent - Full time	12,708	13,125	13,699	14,285
Female	*5,635*	*5,820*	*6,075*	*6,334*
Male	*7,073*	*7,305*	*7,624*	*7,950*
Permanent - Part time	4,155	4,291	4,479	4,670
Female	*3,675*	*3,795*	*3,961*	*4,130*
Male	*480*	*496*	*518*	*540*
Total Customer and Corporate Services	**16,863**	17,416	18,178	18,955
City Services				
Permanent - Full time	44,910	46,382	48,412	50,480
Female	*8,166*	*8,433*	*8,802*	*9,179*
Male	*36,745*	*37,949*	*39,609*	*41,302*
Permanent - Part time	5,281	5,454	5,693	5,936
Female	*3,496*	*3,610*	*3,768*	*3,930*
Male	*1,785*	*1,844*	*1,924*	*2,007*
Total City Services	**50,191**	51,836	54,105	56,417
Community Life				
Permanent - Full time	28,510	29,444	30,733	32,046
Female	*22,593*	*23,334*	*24,355*	*25,395*
Male	*5,917*	*6,111*	*6,378*	*6,651*
Permanent - Part time	35,076	36,225	37,810	39,426
Female	*31,876*	*32,921*	*34,362*	*35,830*
Male	*3,199*	*3,304*	*3,449*	*3,596*
Total Community Life	**63,586**	65,669	68,543	71,472
City Planning and Economy				
Permanent - Full time	18,064	18,646	19,462	20,294
Female	*8,467*	*8,735*	*9,117*	*9,506*
Male	*9,597*	*9,912*	*10,345*	*10,787*
Permanent - Part time	4,751	4,906	5,121	5,340
Female	*4,329*	*4,471*	*4,667*	*4,866*
Male	*421*	*435*	*454*	*474*
Total City Planning and Economy	**22,815**	23,552	24,583	25,633
Casuals, temporary and other expenditure	20,543	21,216	22,145	23,091
Capitalised labour costs	10,191	9,283	7,728	7,502
Total staff expenditure	**199,408**	204,690	211,686	220,175

Total FTE	2022-23 FTE	2023-24 FTE	2024-25 FTE	2025-26 FTE
Chief Executive				
Permanent - Full time	29.9	30.2	30.7	31.2
Female	*22.4*	*22.6*	*23.0*	*23.4*
Male	*7.5*	*7.6*	*7.7*	*7.8*
Permanent - Part time	2.6	2.6	2.6	2.7
Female	*2.6*	*2.6*	*2.6*	*2.7*
Male	*0.0*	*0.0*	*0.0*	*0.0*
Total Chief Executive	**32.5**	32.8	33.3	33.9
Strategy, People and Performance				
Permanent - Full time	55.6	56.0	57.0	58.0
Female	*39.4*	*39.7*	*40.5*	*41.2*
Male	*16.2*	*16.3*	*16.6*	*16.9*
Permanent - Part time	11.9	12.0	12.2	12.4
Female	*11.9*	*12.0*	*12.2*	*12.4*
Male	*0.0*	*0.0*	*0.0*	*0.0*
Total Strategy, People and Performance	**67.5**	68.0	69.3	70.5
Customer and Corporate Services				
Permanent - Full time	103.2	104.0	105.9	107.8
Female	*45.8*	*46.1*	*47.0*	*47.8*
Male	*57.5*	*57.9*	*59.0*	*60.0*
Permanent - Part time	33.8	34.0	34.6	35.2
Female	*29.9*	*30.1*	*30.6*	*31.2*
Male	*3.9*	*3.9*	*4.0*	*4.1*
Total Customer and Corporate Services	**137.0**	138.0	140.6	143.0
City Services				
Permanent - Full time	441.8	445.1	453.2	461.1
Female	*80.3*	*80.9*	*82.4*	*83.8*
Male	*361.4*	*364.2*	*370.8*	*377.3*
Permanent - Part time	51.9	52.3	53.3	54.2
Female	*34.4*	*34.6*	*35.3*	*35.9*
Male	*17.6*	*17.7*	*18.0*	*18.3*
Total City Services	**493.7**	497.4	506.5	515.3
Community Life				
Permanent - Full time	290.7	292.9	298.3	303.4
Female	*230.4*	*232.1*	*236.4*	*240.5*
Male	*60.3*	*60.8*	*61.9*	*63.0*
Permanent - Part time	357.7	360.4	367.0	373.3
Female	*325.1*	*327.5*	*333.5*	*339.3*
Male	*32.6*	*32.9*	*33.5*	*34.1*
Total Community Life	**648.4**	653.3	665.3	676.8
City Planning and Economy				
Permanent - Full time	155.6	156.8	159.7	162.5
Female	*72.9*	*73.5*	*74.8*	*76.1*
Male	*82.7*	*83.4*	*84.9*	*86.4*
Permanent - Part time	41.0	41.3	42.0	42.7
Female	*37.3*	*37.6*	*38.3*	*39.0*
Male	*3.6*	*3.7*	*3.7*	*3.8*
Total City Planning and Economy	196.6	198.1	201.7	205.2
Casuals and temporary staff	179.7	181.1	184.4	187.6
Capitalised labour	84.6	75.2	61.1	57.8
Total staff numbers	**1,840.0**	**1,843.9**	**1,862.2**	**1,890.1**

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 Council Plan, program and services and capital works commitments over a four-year period.

In developing the Budget, rates and charges were identified as an important source of revenue. 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 2022-23 the FGRS cap has been set at 1.75% and is calculated on Council's average general rate 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 Council has determined that average rates will increase by 1.75% in line with the rate cap.

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

	2021-22 Forecast Actual $'000	2022-23 Budget $'000	Change $'000	Change %
General rates*	217,502	**226,242**	8,740	4.02%
Revenue in lieu of rates	73	**73**	-	0.00%
Cultural and recreational rates	245	**232**	(13)	(5.31%)
Supplementary rates and rate adjustments	3,737	**4,000**	263	7.04%
Interest on rates and charges	565	**580**	15	2.65%
Waivers	(29)	**(107)**	(78)	268.97%
Rebates	(559)	**(105)**	454	(81.22%)
Waste management charge	47,365	**52,062**	4,697	9.92%
Service rates and charges	938	**1,217**	279	29.74%
Total rates and charges	269,837	**284,193**	14,357	5.32%

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

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 2022-23 will increase from $396.35 to $429.65 or 8.4%.

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 2022-23 are $178.85 for a 140L garbage bin, $129.30 to upgrade to a 240L bin, $94.10 for a recycling bin and $87.45 for a green waste bin.

Special rates and charges
Council has not declared any new special rate and charge schemes for 2022-23.

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 - Qualifying residential and farm properties where the valuation has increased by greater than 50%.

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

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 is set at 12.7% and recognises the benefit to the community in encouraging the retention of large lot primary holdings.

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	2021-22 cents/$CIV*	2022-23 cents/$CIV*	Change %
General rate for rateable residential properties	0.00228877	**0.00191288**	(16.42%)
General rate for rateable vacant land	0.00320293	**0.00267137**	(16.60%)
General rate for rateable commercial properties	0.00546839	**0.00483857**	(11.52%)
General rate for rateable The Point residential	0.00228877	**0.00191288**	(16.42%)
General rate for rateable The Point vacant	0.00320293	**0.00267137**	(16.60%)
General rate for rateable The Point commercial	0.00546839	**0.00483857**	(11.52%)
General rate for rateable industrial properties	0.00581831	**0.00483857**	(16.84%)
General rate for rateable mixed use properties	0.00331171	**0.00303131**	(8.47%)
General rate for rateable farm properties	0.00145458	**0.00120964**	(16.84%)
General rate for rateable cultural and recreational properties	0.00178645	**0.00143466**	(16.42%)
General rate for rateable petroleum properties	0.00581831	**0.00483857**	(16.84%)

(* 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	2021-22 $'000	2022-23 $'000	$'000	Change %
Residential	154,877	**166,118**	11,241	**7.26%**
Vacant land	10,458	**11,140**	682	**6.52%**
Commercial	33,657	**32,036**	(1,621)	**(4.82%)**
The Point residential	528	**646**	118	**22.35%**
The Point vacant land	143	**152**	9	**6.29%**
The Point commercial land	63	**57**	(6)	**(9.52%)**
Industrial	12,914	**11,855**	(1,059)	**(8.20%)**
Mixed use	772	**799**	27	**3.50%**
Farm	3,005	**2,753**	(252)	**(8.39%)**
Petroleum	844	**686**	(158)	**(18.72%)**
Total amount to be raised by general rates	217,261	**226,242**	8,981	**4.13%**
Cultural and recreational land*	245	232	(13)	(5.31%)

***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	2021-22 #	2022-23 #	#	Change %
Residential	116,172	**118,836**	2,664	**2.29%**
Vacant land	6,879	**6,851**	(28)	**(0.41%)**
Commercial	6,142	**6,206**	64	**1.04%**
The Point residential	342	**392**	50	**14.62%**
The Point vacant land	87	**79**	(8)	**(9.20%)**
The Point commercial land	5	**5**	-	**0.00%**
Industrial	2,382	**2,498**	116	**4.87%**
Mixed use	307	**304**	(3)	**(0.98%)**
Farm	942	**940**	(2)	**(0.21%)**
Petroleum	1	**1**	-	**0.00%**
Total number of assessments	133,259	**136,112**	2,853	**2.14%**
Cultural and recreational land*	53	**53**	0	0.00%

***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 (CIV).

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	2021-22 $'000	2022-23 $'000	$'000	Change %
Residential	69,377,690	**86,841,620**	17,463,930	**25.17%**
Vacant land	3,264,430	**4,170,173**	905,743	**27.75%**
Commercial	6,299,415	**6,621,029**	321,614	**5.11%**
The Point residential	262,115	**337,830**	75,715	**28.89%**
The Point vacant land	44,180	**56,930**	12,750	**28.86%**
The Point commercial land	11,552	**11,730**	178	**1.54%**
Industrial	2,276,737	**2,450,200**	173,463	**7.62%**
Mixed use	231,970	**263,565**	31,595	**13.62%**
Farm	2,060,621	**2,275,620**	214,999	**10.43%**
Petroleum	145,100	**141,700**	(3,400)	**(2.34%)**
Total value of land	83,973,810	**103,170,397**	19,196,587	**22.86%**
Cultural and recreational land*	143,759	**161,622**		

***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 2021-22 $	Per Rateable Property 2022-23 $	Change $	Change %
Waste management charge	396.35	**429.65**	33.30	8.4%
Waste management charge applicable multi-sites	151.55	**166.35**	14.80	9.77%

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	2021-22 $'000	2022-23 $'000	Change $'000	Change %
Waste management charge	47,300	**52,000**	4,700	9.94%
Waste management charge applicable multi-sites	65	**62**	3	(4.62%)
Total	**47,365**	**52,062**	4,697	9.92%

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.

	2021-22	2022-23
Total Rates	$214,263,815	$ 226,241,900
Number of rateable properties	133,259	136,112
Base Average Rate	$1,607.88	$1,633.61
Maximum Rate Increase (set by the State Government)	**1.50%**	**1.75%**
Capped Average Rate	$1,631.92	$1,662.20
Maximum General Rates Revenue	$217,468,027	$226,245,366
Budgeted General Rates Revenue	$217,154,912	$226,368,832
Budgeted Supplementary Rates	$2,900,000	$4,000,000
Budgeted Total Rates and Municipal Charges Revenue	**$ 220,054,912**	**$ 230,368,832**

4.1.1(j) Average Rates Payable by Differential

	2021-22	2022-23	Change	
	$	$	$	%
Residential	1,336.21	1,397.87	61.67	4.61%
Vacant land	1,526.16	1,626.05	99.89	6.55%
Commercial	5,550.70	5,162.15	(388.55)	(7.00%)
The Point residential	1,530.41	1,648.54	118.13	7.72%
The Point vacant land	1,791.21	1,925.08	133.87	7.47%
The Point commercial land	12,634.17	11,351.29	(1,282.88)	(10.15%)
Industrial	5,302.95	4,745.98	(556.96)	(10.50%)
Mixed use	2,527.03	2,628.11	101.08	4.00%
Farm	2,691.23	2,816.75	125.52	4.66%
Petroleum	844,236.78	685,625.64	(158,611.14)	(18.79%)
Cultural and Recreation	4,656.11	4,374.96	(281.15)	(6.04%)

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 (2022-23: estimated $4.0m and 2021-22: $3.7m)
- 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 2021-22 $'000	Budget 2022-23 $'000	Change $'000	Change %
Permits	6,515	**7,229**	713	10.95%
Registrations	4,661	**5,020**	359	7.70%
Infringements and costs	2,432	**2,506**	74	3.04%
Town planning fees	1,086	**1,130**	44	4.08%
Total statutory fees and fines	14,693	**15,884**	1,191	8.10%

Permits	Permit fees are expected to increase in volume due to current market trends as well as a change to the legislated fee rate.

4.1.3 User fees

	Forecast 2021-22 $'000	Budget 2022-23 $'000	Change $'000	Change %
Aged and health services	3,339	**3,707**	369	11.04%
Building Services	7,379	**8,110**	731	9.90%
Childcare/children's programs	5,544	**7,202**	1,657	29.89%
Leisure centre and recreation	9,783	**17,329**	7,546	77.14%
Retail Sales	536	**1,273**	737	137.54%
Other Fees and Charges	10	**40**	30	294.42%
Parking	5,457	**8,430**	2,973	54.49%
Parks	1,186	**949**	(237)	(19.97%)
Waste Management Services	13,196	**14,434**	1,238	9.38%
Total user fees	46,429	**61,474**	15,045	32.40%

Childcare/children's programs	Anticipating normal attendance and utilisation of services following COVID-19 for Council activities and programs.
Leisure centre and recreation	Increased patronage/membership for the leisure facilities and hiring of council facilities following an interrupted year with COVID 19.
Parking	CBD parking activity expected to increase with the ending of COVID restrictions and return to work for large CBD employers.
Waste Management Services	Increase in EPA levies ($20/tonne) to be applied from 1 July 2022, will result in increased disposal costs and passed on through higher gate fees at Drysdale and North Geelong transfer centres.

4.1.4 Grants

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

	Forecast 2021-22 $'000	Budget 2022-23 $'000	Change $'000	Change %
Grants were received in respect of the following:				
Summary of grants:				
Commonwealth funded grants	65,180	63,293	-1,887	-3%
State funded grants	29,605	32,350	2,745	9%
Total grants received	94,785	**95,644**	858	-1%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	30,991	**24,657**	(6,334)	(20%)
Family day care	11,268	**11,155**	(113)	(1%)
General home care	20,040	**17,244**	(2,796)	(14%)
Other	252	**252**	0	0%
Recurrent - State Government				
Aged care	2,046	**2,065**	19	1%
School crossing supervisors	922	**991**	69	8%
Family services	7,480	**7,753**	273	4%
Environment	95	**55**	(40)	(42%)
Other	411	**494**	83	20%
Total recurrent grants	73,506	**64,667**	(8,839)	(12%)
Non-recurrent - Commonwealth Government				
Aged care		**-**	-	-
Other		**-**	-	-
Non-recurrent - State Government				
Aged Care	61	**-**	(61)	(100%)
Family Services		**-**	-	0%
COVID-19 Support	1,463	**-**	(1,463)	(100%)
Other	335	**254**	(81)	(24%)
Total non-recurrent grants	1,859	**254**	(1,605)	(86%)
Total operating grants	75,365	**64,921**	(10,444)	(14%)
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to recovery	2,184	**2,184**	-	0%
Other	445	**-**	(445)	(100%)
Recurrent - State Government			-	-
Other	-	**-**	-	-
Total recurrent grants	**2,629**	**2,184**	(445)	(17%)
Non-recurrent - Commonwealth Government				
Buildings	-	**4,958**	4,958	0%
Other	-	**2,843**	2,843	0%
Non-recurrent - State Government				
Roads	500	**500**	-	0%
Recreation	7,264	**9,611**	2,347	32%
Buildings	7,528	**10,627**	3,099	41%
Public WiFi & Enhanced Broadband	1,500	**-**	(1,500)	(100%)
Other		**120**	120	0%
Total non-recurrent grants	16,792	**28,539**	10,247	61%
Total capital grants	19,421	**30,843**	11,302	58%
Total Grants	94,785	**95,644**	858	1%

Operating Grants

Financial Assistance Grants	2021-22 income was favourably impacted due to the timing of grant receipts.
Aged Care	2021-22 income was favourably impacted by changes to the Commonwealth Home Support Program funding agreements, which were temporarily introduced to assist providers during the pandemic ($2.8m).
COVID-19 Support	2021-22 income includes funding received to assist with outdoor area transformation ($1m). The City of Greater Geelong also received funding for Working for Victoria in 2021-22, as a special COVID-19 recovery measure to support jobs ($0.3m).

Capital Grants

Buildings	2022-23 income includes funding for the Northern Aquatic and Community Hub ($10.06m) and the Armstrong Creek West Community Hub ($1.13m) and funding from Local Roads and Community Infrastructure program
Recreation	2022-23 income includes funding for the Northern Bellarine Aquatic Centre ($5m) and the Drysdale Sporting Precinct Master Plan Implementation ($4.25m).
Public WiFi & Enhanced Broadband	2021-22 income included funding to provide scalable and sustainable technology installation and usage for the City of Greater Geelong and the community.

4.1.5 Contributions

	Forecast 2021-22 $'000	Budget 2022-23 $'000	Change $'000	Change %
Monetary	33,107	**51,502**	18,395	55.56%
Non-monetary	80,000	**90,000**	10,000	12.50%
Total contributions	113,107	**141,502**	28,395	25.11%

Monetary	Continued development activity in Armstrong Creek has led to a higher intake in the amount of developer contributions.

4.1.6 Other income

	Forecast 2021-22 $'000	Budget 2022-23 $'000	Change $'000	Change %
Interest	459	**336**	(123)	(26.83%)
Reimbursement and recoveries	2,464	**1,908**	(556)	(22.58%)
Levies	204	**197**	(7)	(3.53%)
Other	1,796	**1,631**	(165)	(9.18%)
Total other income	4,923	**4,071**	(852)	(17.30%)

Reimbursements and recoveries	Decline in reimbursements and recoveries with a material settlement agreed upon in the current financial year.

4.1.7 Employee costs

	Forecast 2021-22 $'000	Budget 2022-23 $'000	Change $'000	Change %
Wages and salaries	151,195	**164,746**	13,551	8.96%
Workcover	2,605	**3,887**	1,282	49.22%
Superannuation	14,872	**16,204**	1,332	8.96%
Casual Staff / Supplementary Labour	4,004	**1,355**	(2,649)	(66.15%)
Fringe Benefits Tax	478	**468**	(11)	(2.25%)
Other	2,130	**2,558**	427	20.06%
Total employee costs	175,285	**189,217**	13,932	7.94%

Wages and salaries	COVID-19 restrictions have impacted closed services for part of the 2021-22 financial year with increased demand on supplementary labour occurring after the pandemic. For the 2022-23 financial year there is an expectation of increased employee costs due to requirements to support service growth, cultural initiatives and salary inflation.

4.1.8 Materials and services

	Forecast 2021-22 $'000	Budget 2022-23 $'000	Change $'000	Change %
Materials	7,725	**8,572**	847	10.96%
Contract Payments/Internal costs	49,368	**51,817**	2,449	4.96%
Plant/Equipment/Vehicle Costs	13,939	**13,470**	(468)	(3.36%)
Utilities	9,292	**9,997**	705	7.58%
Office Administration	1,808	**2,801**	993	54.88%
Information Technology	5,344	**5,849**	505	9.44%
Insurance	2,785	**3,175**	389	13.97%
Levies	10,639	**10,798**	158	1.49%
Geelong Regional Library Corporation	11,260	**12,019**	759	6.74%
Consultants	8,444	**8,954**	509	6.03%
Total materials and services	120,605	**127,454**	6,841	5.68%

Contract payments/internal costs	Increased contractor costs due to growth and contractual CPI increases.
Office Administration	With employees returning to the office post pandemic and the new Civic Accommodation coming online in 2022-23 financial year, office administration is anticipated to increase materially.
Levies	EPA landfill levy is expected to increase by $20/tonne from 1 July 2022.
Geelong Regional Library Corporation	Current Geelong Library contribution increasing by 6.74% to cover increasing operational costs as well as additional funding for a new facility.

4.1.9 Depreciation

	Forecast 2021-22 $'000	Budget 2022-23 $'000	Change $'000	Change %
Property	12,632	**13,793**	1,161	9.19%
Plant & equipment	9,601	**10,127**	526	5.48%
Infrastructure	49,788	**52,440**	2,652	5.33%
Total depreciation	72,021	**76,360**	4,339	6.02%

Additional depreciation on completion of new assets including the new Civic Administration building, Infrastructure, community facilities and increased IT capital expenditure. IT increases largely due to increased investment in key financial and procurement systems as part of the digital modernisation project.

4.1.10 Amortisation - Intangible assets

	Forecast 2021-22 $'000	Budget 2022-23 $'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 2021-22 $'000	Budget 2022-23 $'000	Change $'000	Change %
Right of use assets	2,700	**385**	2,315	(85.73%)
Total amortisation - right of use assets	2,700	**385**	2,315	(85.73%)

Decline in Amortisation is due to the office leaseholds for Mercer Street & Brougham Street cease in 2021-22.

4.1.12 Other expenses

	Forecast 2021-22 $'000	Budget 2022-23 $'000	Change $'000	Change %
Waste disposal & recycling	15,284	**17,205**	1,920	12.56%
Councillor allowances	427	**510**	83	19.45%
Events and functions	1,062	**1,233**	171	16.12%
Contributions	4,980	**4,955**	(24)	(0.49%)
Grants	2,288	**2,457**	169	7.39%
Licences, fees and permits	825	**657**	(169)	(20.44%)
Marketing, promotion & advertising	1,242	**1,240**	(2)	(0.18%)
Memberships and subscriptions	782	**673**	(109)	(13.91%)
Operating lease expense	2,023	**1,998**	(25)	(1.24%)
Other	652	**851**	198	30.37%
Audit	228	**324**	96	41.91%
Total other expenses	29,795	**32,103**	2,308	7.75%

Waste disposal	Increased contractor costs (mainly due to fuel and labour) in relevant kerbside collection components. Also includes uplift of disposal costs at Wyndham Landfill.
Events and functions	Minimal events in the first half of 2021-22 due to COVID-19, expectations of a return to full pre pandemic status.
Councillor Allowances	Councillor Allowances increased in accordance with 7th March 2022 Determination by the Victorian Independent Remuneration Tribunal.
Grants	Funding for 2021-22 Community Infrastructure Grants awarded across operational and capital activities.
Audit	Drysdale Landfill operations audit services and other internal 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 2022-23 year.

4.2.3 Borrowings

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

	Forecast 2021-22 $	Budget 2022-23 $	2023-24 $	2024-25 $	Projections 2025-26 $
Amount borrowed as at 30 June of the prior year	117,626	**140,651**	197,650	207,410	202,731
Amount proposed to be borrowed	34,000	70,968	27,209	14,825	27,590
Amount projected to be redeemed	(10,975)	(14,083)	(19,498)	(20,968)	(29,118)
Amount of borrowings as at 30 June	140,651	**197,536**	**205,247**	**199,104**	**197,576**

Increased borrowings will assist in funding the 2022-23 capital program. Additional borrowings in the next financial year of $71.0 million consist of $56 million for new projects items, including developer contribution projects, funding for the construction of the Northern Aquatic and Community Hub ($40.3 million) and North Bellarine Aquatic Centre ($5.7 million) with a further $14.7 million 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 2021-22 $	Budget 2022-23 $
Right-of-use assets		
Property	733	**898**
Vehicles	42	**1**
Other, etc.	-	**-**
Total right-of-use assets	774	**898**
Lease liabilities		
Current lease Liabilities		
Land and buildings	395	**361**
Plant and equipment	42	**-**
Other, etc.	-	**-**
Total current lease liabilities	437	**361**
Non-current lease liabilities		
Land and buildings	905	**544**
Plant and equipment	1	**-**
Other, etc.	-	**-**
Total non-current lease liabilities	905	**544**
Total lease liabilities	1,342	**905**

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 0.25%.

4.3 Statement of changes in Equity

4.3.1 Reserves

Increase in the 2022-23 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 with municipality and a 1.75% average rate increase.
User Fees	With post COVID-19 pandemic levels expected the material areas for increased patronage and utilisation is leisure centres and car parking.
Employee Costs	Increased employee costs due to requirements to support service growth, cultural initiatives and salary inflation.

4.4.2 Net cash flows provided by/used in investing activities

Payments for property, infrastructure, plant and equipment	Continued investment in higher developer contribution projects, asset renewal and other community related initiatives and carried over projects not completed in 2021-22.
Proceeds from sale of property, infrastructure, plant and equipment	Expected sale of excess assets during 2022-23, 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 2022-23 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 2021-22	Budget 2022-23	Change	
	$'000	$'000	$'000	%
Property	101,116	**101,441**	325	**0.3%**
Plant and equipment	11,425	**8,417**	(3,008)	**(26.3%)**
Infrastructure	70,217	**96,634**	26,417	**37.6%**
Total (before carryover)	182,759	**206,492**	23,734	**13.0%**
Carryover from prior year	-	**25,856**		
Carryover to next year	-	**(41,330)**		
Total	182,759	**191,018**	8,260	**4.5%**

	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	**101,441**	83,627	8,867	8,947	15,586	30,942	8,274	46,640
Plant and equipment	**8,417**	1,300	7,069	47	-	-	8,417	-
Infrastructure	**96,634**	57,983	32,990	5,661	15,257	7,648	64,172	9,557
Total (before carryover)	**206,492**	**142,910**	**48,926**	**14,656**	**30,843**	**38,590**	**80,863**	**56,197**
Carryover from prior year	**25,856**	25,856					11,085	14,771
Carryover to next year	**(41,330)**	(41,330)					(41,330)	
Total	**191,018**	**127,436**	**48,926**	**14,656**	**30,843**	**38,590**	**50,618**	**70,968**

The 2022-23 program (before carryover) of $206.5 million 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 2021-22 total $25.8 million and is summarised 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								
Land	**4,380**	4,380					380	4,000
Buildings	**94,861**	79,247	8,867	6,747	15,586	30,942	7,894	40,440
Heritage buildings	**2,200**		-	2,200			.	2,200
TOTAL PROPERTY	**101,441**	**83,627**	**8,867**	**8,947**	**15,856**	**30,942**	**8,274**	**46,640**
PLANT AND EQUIPMENT								
Fleet	**5,110**	-	5,110	-	-	-	5,110	-
Minor plant and equipment	**118**	-	70	47	-	-	118	-
Arts & Culture	**199**	173	26	-	-	-	199	-
Computers and telecommunications	**2,990**	1,127	1,864	-	-	-	2,990	-
TOTAL PLANT AND EQUIPMENT	**8,417**	**1,300**	**7,069**	**47**	**-**	**-**	**8,417**	**-**
INFRASTRUCTURE								
Roads	**25,201**	6,330	18,871		2,734	1,520	20,947	
Roadside infrastructure & furniture	**8,715**	7,460	818	437	457	-	4,701	3,557
Bridges	**1,140**		640	500	500		640	
Paths	**10,328**	6,880	3,448	-		610	9,718	-
Drainage	**6,010**	3,246	2,464	300	-		6,010	
Kerb and Channel	**3,137**	750	2,387	-	-	-	3,137	-
Parks, open space and leisure	**31,172**	25,483	2,219	3,470	11,437	5,518	8,217	6,000
Waste management	**1,538**	1,138		400	-	-	1,538	-
Environmental and costal structures	**945**	-	390	555			945	
Other infrastructure	**8,449**	8,696	1,753	-	130	-	8,319	-
TOTAL INFRASTRUCTURE	**96,634**	**57,983**	**32,990**	**5,661**	**15,257**	**7,648**	**64,172**	**9,557**
TOTAL NEW CAPITAL WORKS	**206,492**	**142,910**	**48,926**	**14,655**	**30,843**	**38,590**	**80,862**	**56,197**
Net Carry over	**(15,474)**	**(15,474)**	**-**	**-**			**(30,245)**	**14,771**
Total	**191,018**	**127,436**	**48,926**	**14,656**	**30,843**	**38,590**	**50,617**	**70,968**

4.5.3 Works carried forward from the 2021-22 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								
Land	**11,349**	11,349					1,349	10,000
Buildings								
Heritage buildings								
TOTAL PROPERTY	**11,349**	**11,349**					**1,349**	**10,000**
PLANT AND EQUIPMENT								
Fleet	-	-	-	-	-	-	-	-
Minor plant and equipment	-	-	-	-	-	-	-	-
Arts & Culture								
Computers and telecommunications	1,507	1,507	-	-	-	-	1,507	-
TOTAL PLANT AND EQUIPMENT	**1,507**	**200**	**-**	**-**	**-**	**-**	**1,507**	**-**
INFRASTRUCTURE								
Roads	-	-	-	-	-	-	-	-
Roadside infrastructure & furniture	3,562	3,562	-	-	-	-	2,562	1,000
Bridges	-	-	-	-	-	-		
Paths	4,307	4,307	-	-	-	-	2,536	1,771
Drainage	1,318	1,318	-	-	-	-	1,315	-
Kerb and Channel	-	-	-	-	-	-	-	-
Parks, open space and leisure	3,065	3,065	-	-	-	-	1,065	2,000
Waste management	-	-	-	-	-	-	-	-
Environment and costal structures	-	-	-	-	-	-	-	-
Other infrastructure	750	750	-	-	-	-	750	-
TOTAL INFRASTRUCTURE	**13,000**	**13,000**	-	-	-	-	**8,229**	**4,771**
TOTAL CARRIED FORWARD CAPITAL WORKS 2021-22	**25,856**	**25,856**	**-**	**-**	**-**	**-**	**11,085**	**14,771**

Summary of Planned Capital Works Expenditure
For the years ending 30 June 2024, 2025 & 2026

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									
Land	**14,550**	14,550	0	0	**14,550**	0	0	3,066	11,484
Buildings	**48,812**	35,866	4,537	8,409	**48,812**	26	21,931	18,055	8,800
Heritage buildings	**2,000**	0	0	2,000	**2,000**	0	0	0	2,000
Total Property	**65,362**	**50,416**	**4,537**	**10,409**	**65,362**	**26**	**21,931**	**21,121**	**22,284**
Plant and Equipment									
Fleet	**5,212**	-	5,212	0	**5,212**	-	-	5,212	-
Minor plant and equipment	**120**	-	71	49	**120**	-	-	120	-
Arts & Culture	**253**	177	76	0	**253**	-	-	253	-
Computers and telecommunications	**3,217**	1,131	2,086	0	**3,217**	-	-	3,217	-
Total Plant and Equipment	**8,802**	**1,308**	**7,445**	**49**	**8,802**	**0**	**0**	**8,802**	**0**
Infrastructure									
Roads	**30,812**	9,671	20,641	500	**30,812**	2,683	1,551	26,578	0
Roadside infrastructure & furniture	**4,728**	3,653	975	100	**4,728**	0	0	4,728	0
Bridges	**829**	0	829	0	**829**	0	0	829	0
Paths	**9,615**	5,856	3,759	0	**9,615**	980	4,222	4,413	0
Drainage	**10,027**	5,724	3,303	1,000	**10,027**	0	0	10,027	0
Kerb and Channel	**2,435**	0	2,435	0	**2,435**	0	0	2,435	0
Parks, open space and leisure	**14,075**	10,728	2,639	709	**14,075**	4,740	2,037	3,373	3,925
Waste management	**651**	651	0	0	**651**	0	0	651	0
Environment and costal structures	**1,306**	0	740	566	**1,306**	0	0	1,306	0
Other infrastructure	**9,885**	7,729	2,156	0	**9,885**	0	0	8,885	1,000
Total Infrastructure	**84,363**	**44,011**	**37,476**	**2,875**	**84,363**	**8,403**	**7,810**	**63,224**	**4,925**
Net Carryover	**9,925**	**9,925**			**9,925**			**9,925**	
Total Capital Works Expenditure	**168,452**	**104,161**	**49,459**	**13,332**	**168,452**	**8,430**	**29,741**	**103,073**	**27,209**

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									
Land	**9,802**	9,802	0	0	**9,802**	0	8,829	973	0
Buildings	**34,437**	28,016	5,290	1,131	**34,437**	1,276	19,929	6,732	6,500
Heritage buildings	**3,000**	0	0	3,000	**3,000**	0	0	0	3,000
Total Property	**47,239**	**37,818**	**5,290**	**4,131**	**47,239**	**1,276**	**28,758**	**7,705**	**9,500**
Plant and Equipment									
Fleet	**5,316**	0	5,316	0	**5,316**	0	0	5,316	0
Minor plant and equipment	**122**	0	73	50	**122**	0	0	122	0
Arts & Culture	**307**	180	127	0	**307**	0	0	307	0
Computers and telecommunications	**2,354**	236	2,118	0	**2,354**	0	0	2,354	0
Total Plant and Equipment	**8,100**	**416**	**7,635**	**50**	**8,100**	**0**	**0**	**8,100**	**0**
Infrastructure									
Roads	**27,432**	6,543	20,389	500	**27,432**	3,284	3,234	20,914	0
Roadside infrastructure & furniture	**377**	46	331	0	**377**	0	0	377	0
Bridges	**1,038**	0	1,038	0	**1,038**	0	0	1,038	0
Paths	**10,437**	6,366	4,071	0	**10,437**	630	3,114	6,694	0
Drainage	**7,978**	3,613	4,365	0	**7,978**	0	0	7,978	0
Kerb and Channel	**2,483**	0	2,483	0	**2,483**	0	0	2,483	0
Parks, open space and leisure	**19,917**	15,384	3,809	723	**19,917**	0	4,806	9,786	5,325
Waste management	**664**	664	0	0	**664**	0	0	664	0
Environment and costal structures	**1,317**	0	740	577	**1,317**	0	0	1,317	0
Other infrastructure	**8,859**	6,700	2,159	0	**8,859**	0	0	8,859	0
Total Infrastructure	**80,502**	**39,316**	**39,386**	**1,800**	**80,502**	**3,914**	**11,153**	**60,110**	**5,325**
Net Carryover	**4,237**	**4,237**			**4,237**			**4,237**	
Total Capital Works Expenditure	**140,078**	**81,787**	**52,310**	**5,981**	**140,078**	**5,190**	**39,910**	**80,152**	**14,825**

2025-26	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									
Land	**18,866**	18,866	0	0	**18,866**	0	6,973	1,257	10,637
Buildings	**34,550**	27,685	5,711	1,154	**34,550**	1,277	16,270	1,049	15,954
Heritage buildings	**1,000**	0		1,000	**1,000**	0	0	0	1,000
Total Property	**54,416**	**46,551**	**5,711**	**2,154**	**54,416**	**1,277**	**23,242**	**2,306**	**27,591**
Plant and Equipment									
Fleet	**5,423**	0	5,423	0	**5,423**	0	0	5,423	0
Minor plant and equipment	**125**	0	74	51	**125**	0	0	125	0
Arts & Culture	**313**	184	129	0	**313**	0	0	313	0
Computers and telecommunications	**2,401**	241	2,161	0	**2,401**	0	0	2,401	0
Total Plant and Equipment	**8,262**	**425**	**7,787**	**51**	**8,262**	**0**	**0**	**8,262**	**0**
Infrastructure									
Roads	**27,957**	7,161	20,796	0	**27,957**	2,737	4,847	20,373	0
Roadside infrastructure & furniture	**1,014**	676	338	0	**1,014**	0	0	1,014	0
Bridges	**1,059**	0	1,059	0	**1,059**	0	0	1,059	0
Paths	**7,819**	3,667	4,152	0	**7,819**	512	647	6,659	0
Drainage	**7,145**	2,692	4,452	0	**7,145**	0	0	7,145	0
Kerb and Channel	**2,533**	0	2,533	0	**2,533**	0	0	2,533	0
Parks, open space and leisure	**16,644**	11,821	3,886	938	**16,644**	0	4,580	12,064	0
Waste management	**3,677**	677	0	3,000	**3,677**	0	0	3,677	0
Environment and costal structures	**1,343**	0	755	589	**1,343**	0	0	1,343	0
Other infrastructure	**11,072**	5,570	5,502	0	**11,072**	0	0	11,072	0
Total Infrastructure	**80,263**	**32,263**	**43,473**	**4,526**	**80,263**	**3,250**	**10,074**	**66,939**	**0**
Net Carryover	**(1,420)**	**(1,420)**			**(1,420)**			**(1,420)**	
Total Capital Works Expenditure	**141,521**	**77,819**	**56,971**	**6,731**	**141,521**	**4,527**	**33,317**	**76,087**	**27,591**

4.7 Proposals to Lease Council Land

This section presents a summary of Council's proposals to lease council land to external parties in the 2022-23 financial year.

Leases for City owned and managed land

The City leases land, including buildings, in compliance with section 115 of the *Local Government Act 2020* (Act).

Section 115 - Lease of land

(1) A Council's power to lease any land to any person is limited to leases for a term of 50 years or less.

(2) Subject to any other Act, and except where section 116 applies, if a Council leases any land to any person subject to any exceptions, reservations, covenants and conditions, it must comply with this section.

(3) A Council must include any proposal to lease land in a financial year in the budget, where the lease is—

a) for one year or more and—

(i) the rent for any period of the lease is $100 000 or more a year; or

(ii) the current market rental value of the land is $100 000 or more a year; or

b) for 10 years or more.

(4) If a Council proposes to lease land that is subject to subsection (3) and that was not included as a proposal in the budget, the Council must undertake a community engagement process in accordance with the Council's community engagement policy in respect of the proposal before entering into the lease.

The leases listed are included in the 2022-23 Budget to comply with section 115 (3) of the Act. Some leases listed do not noticeably meet the requirements, however, a commercial market rental value of the building could potentially exceed $100,000 if leased for its highest and best use, *(The use of an asset that maximises its potential and that is physically possible, legally permissible and financially feasible").* This may particularly apply to kindergartens, preschools and neighbourhood houses which are operated by a third party with a subsidised community rent due to the permitted use to provide community services and benefits.

To ensure transparency, these proposed leases have been included in the list below.

Permitted Use	Address	Suburb	Proposed Term	Proposed Annual Rental ($)
Indoor Bowling	17 Reynolds Road	BELMONT	15 (10 + 5) years	195,000
Art Gallery	47 Lt Malop Street	GEELONG	3 years	1
Kindergarten	51-53 Richard Street	NEWCOMB	3 years	104
Kindergarten	74 Bellevue Avenue	HIGHTON	3 years	104
Kindergarten	18-30 Allanvale Avenue	LEOPOLD	3 years	104
Kindergarten	21-29 Kanimbla Avenue	LEOPOLD	3 years	104
Kindergarten	224 Roslyn Road	HIGHTON	3 years	104

Permitted Use	Address	Suburb	Proposed Term	Proposed Annual Rental ($)
Kindergarten	44 Kidman Ave	BELMONT	3 years	104
Kindergarten	83 Heyers Road	GROVEDALE	3 years	104
Kindergarten	58-62 Greenville Drive	GROVEDALE	3 years	104
Kindergarten	10-12 Barton Street	BELL PARK	3 years	104
Kindergarten	10 Waverly Road	LARA	3 years	104
Kindergarten	39-43 Peacock Ave	NORLANE	3 years	104
Kindergarten	25-29 Darcy Street	LARA	3 years	104
Kindergarten	49 Rix Street	HERNE HILL	3 years	104
Kindergarten	1-3 Kees Road	LARA	3 years	104
Kindergarten	22-34 Hendy Street	CORIO	3 years	104
Kindergarten	58-60 Ernest Street	BELL POST HILL	3 years	104
Kindergarten	17-19 Worden Court	WHITTINGTON	5 years	104
Neighbourhood House	2-10 Pier Street	PORTARLINGTON	3 Years	104
Neighbourhood House	2115 Ballan Road	ANAKIE	5 years	104
Neighbourhood House	11-15 Waverly Road	LARA	5 years	104
Neighbourhood House	33 Mt Pleasant Road	BELMONT	5 years	104
Neighbourhood House	167-169 Purnell Road	CORIO	5 years	104
Neighbourhood House	77-93 Autumn Street	GEELONG WEST	5 years	104
Neighbourhood House	39A Rose Avenue	NORLANE	5 years	104
Neighbourhood House	38 Sharland Road	CORIO	5 years	104
Neighbourhood House	32-34 Hendy Street	CORIO	5 years	104
Neighbourhood House	55 Staughton Vale Road	STAUGHTON VALE	5 years	104
Neighbourhood House	17-21 High Street	DRYSDALE	5 years	104

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
		2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	+/o/-
Operating position								
Adjusted underlying result								
Adjusted underlying surplus (deficit) / Adjusted underlying revenue	*1*	*-1.5%*	*3.2%*	***4.0%***	*3.1%*	*0.5%*	*0.9%*	-
Liquidity								
Working Capital								
Current assets/current liabilities	*2*	*140.5%*	*151.2%*	***219.7%***	*209.6%*	*184.4%*	*184.4%*	-
Unrestricted cash								
Unrestricted cash/current liabilities	*3*	*89.3%*	*97.0%*	***160.3%***	*151.3%*	*130.0%*	*125.8%*	-
Obligations								
Loans and borrowings								
Interest bearing loans and borrowings / rate revenue	*4*	*46.2%*	*52.1%*	***69.5%***	*68.2%*	*62.9%*	*59.3%*	+
Interest and principal repayments on interest bearing loans and borrowings / rate revenue		*5.3%*	*6.6%*	***6.3%***	*8.1%*	*8.2%*	*10.2%*	-
Indebtedness								
Non-current liabilities / own source revenue		*37.3%*	*43.0%*	***51.5%***	*49.5%*	*44.3%*	*43.3%*	+
Asset renewal								
Asset renewal and upgrade expense / Asset depreciation	*5*	*58.6%*	*66.7%%*	***82.4%***	*76.4%*	*66.7%*	*68.4%*	-
Stability								
Rates concentration								
Rate revenue / adjusted underlying revenue	*6*	*65.0%*	*63.0%*	***59.5%***	*62.5%*	*66.4%*	*67.1%*	+
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		*$3,120*	*$3,070*	***$3,190***	*$3,262*	*$3,319*	*$3,375*	-
Total expenses/ no. of property assessments								
Revenue level		*$1,680*	*$1,741*	***$1,836***	*$1,858*	*$1,866*	*$1,893*	+
Total rate revenue / no. of property assessments								

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

Underlying result is to continue to increase in 2022-23 financial year with the future years to stay in surplus.

2. Working Capital

Increase in current liabilities with drawdowns of loans in 2022-23 continued with stable cash balance in future years.

3. Unrestricted Cash

Increased draw down of loans and developer contributions provides a higher cash balance for 2022-23 financial year.

4. Debt compared to rates

Increased loan borrowings in 2022-23 financial year and future years is great than the increase in rates, however is offset from 2024-25 financial year.

5. Asset renewal

Asset renewal expenditure is growing over the budget period, however expenditure on upgrades is dropping post key projects, which is reducing the overall indicator.

6. Rates concentration

No material variation.

APPENDICES

Appendix 1	Budgeted Income Statement
Appendix 2	2022-23 Capital Project Listing by Asset Category
Appendix 3	2022-23 Non Capital Projects – New and Increased Initiatives
Appendix 4	Community Investment & Support Fund 2022-23
Appendix 5	Fees and Charges Summary
Appendix 6	2022-23 Fees and Charges Listing
Appendix 7	Glossary

BUDGETED INCOME STATEMENT

	Forecast 2021-22 $'000	Budget 2022-23 $'000	Plan 2023-24 $'000	Plan 2024-25 $'000	Plan 2025-26 $'000
RECURRENT INCOME					
Rates and Charges	269,836	284,193	300,863	316,634	332,938
Government Grants	75,365	64,921	66,032	67,517	69,036
User Charges	46,429	61,474	64,140	65,583	67,059
Statutory Fees & Fines	14,693	15,884	16,202	16,526	16,856
Sundry Income	4,465	3,736	3,829	3,916	4,004
Interest Investments	459	336	1,516	1,989	1,949
Total Recurrent Income	**411,247**	**430,544**	**452,582**	**472,164**	**491,842**
RECURRENT EXPENDITURE					
Employee Related					
Salaries	165,386	180,939	186,899	195,205	203,668
Workcover	3,226	3,897	4,004	4,124	4,248
Supplementary Labour	4,065	1,355	1,389	1,420	1,452
Other Employment Costs	2,609	3,025	3,116	3,209	3,306
	175,285	189,217	195,407	203,958	212,674
Goods and Services					
General Works - Materials	7,725	8,572	8,786	8,984	9,186
General Works - Plant, Vehicle Costs	13,939	13,470	13,807	14,118	14,436
General Works - External Services	75,838	80,275	86,720	90,236	91,853
Administration	34,631	39,348	40,329	41,236	42,164
Interest Expense	2,916	3,497	4,724	5,014	4,803
Professional Services	8,370	8,960	9,184	9,391	9,602
Utilities	9,292	9,997	10,247	10,477	10,713
	152,188	164,118	173,796	179,455	182,756
Depreciation & Amortisation	75,108	77,132	82,145	87,485	93,171
Landfill Provision	0	0	0	0	0
(Gain)/Loss on Sale of Plant & Equipment	(635)	(30)	(82)	(96)	(91)
Total Recurrent Expenditure	**401,946**	**430,437**	**451,262**	**470,796**	**488,510**
Recurrent Surplus / (Deficit)	**9,301**	**107**	**1,320**	**1,369**	**3,332**
NON-RECURRENT INCOME					
Capital Grants and Income	21,931	32,993	10,622	7,427	6,808
Developer Cash Contributions	30,597	49,352	32,358	35,824	24,808
Gain / (Loss) on Sale of Property	4,601	18,928	13,554	1,200	1,200
Recognition of Infrastructure	80,000	90,000	90,000	90,000	90,000
Total Non-Recurrent Income	**137,130**	**191,273**	**146,534**	**134,451**	**122,816**
NON-RECURRENT EXPENDITURE					
Loss on Disposal of Infrastructure	6,080	3,500	3,500	3,500	3,500
Non Council Assets/Prior Yr Adj	452	0	0	0	0
Disbursements	0	0	0	0	0
Total Non-Recurrent Expenditure	**6,532**	**3,500**	**3,500**	**3,500**	**3,500**
Non-Recurrent Surplus / (Deficit)	**130,597**	**187,773**	**143,034**	**130,951**	**119,316**
NET SURPLUS / (DEFICIT)	**139,898**	**187,880**	**144,354**	**132,320**	**122,648**

2022-23 to 2025-26 CAPITAL PROJECTS PROGRAM

Project Name	Description	2022-23			2023-24	2024-25	2025-26
		Expenditure $	Income $	Net Cost $	Net Cost $	Net Cost $	Net Cost $
Anakie Football/Netball Club	Upgrade to club social rooms and lighting repair on training netball courts.	2,520,000		2,520,000	-	-	-
Arena Roof Replacement	Replace the asbestos roof sheeting.	1,500,000	1,500,000	-			
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.	50,000		50,000	992,982	4,693,423	4,693,423
Armstrong Creek East Precinct - Local Activity Centre 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.	-	-	-	-	123,808	1,644,880
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)	7,000,000	1,500,000	5,500,000	15,189,835	102,127	-
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.	8,231,000	1,125,000	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)	-		-	-	230,456	3,061,773
Armstrong Creek West Precinct Local Activity Centre - Community complex construction	DCP funded project required to design and construct the Armstrong Creek West Precinct Local Activity Centre Community Complex	50,000		50,000	898,724	4,269,262	4,269,263
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.	-	300,000	- 300,000	-	-	-
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.	580,000		580,000	-	-	-
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	2,500,000	2,500,000
Bell Park Sports Club	City's contribution towards purchase of Bell Park Sports Club land and buildings including upgrade to change rooms.	2,230,000		2,230,000	-	-	-
Building Design - Core Program	Emergency design requirements for safety and emerging priorities, and specifications for sports floodlighting.	23,294	-	23,294	23,760	24,235	24,720
Building Renewals - Core Program	Annual building renewals fund. Includes funding for Council Assets; new roof replacements and switchboard upgrades.	2,993,549		2,993,549	3,486,420	4,230,149	4,630,149
Capital Projects Design - Core Program	Design work on capital projects.	45,553		45,553	46,464	47,394	48,341

2022-23 to 2025-26 CAPITAL PROJECTS PROGRAM

Project Name	Description	2022-23			2023-24	2024-25	2025-26
		Expenditure $	Income $	Net Cost $	Net Cost $	Net Cost $	Net Cost $
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.	419,297		419,297	427,682	436,236	444,961
Chilwell Library	Development of community hub, meeting rooms and toilets at Chilwell Library.	1,410,000	150,000	1,260,000	-	-	-
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.	50,000		50,000	1,102,834	5,187,667	5,187,667
Community Halls Upgrade - Core Program	Upgrades to major halls to maintain a standard of venue delivery.	226,731		226,731	231,265	235,891	240,608
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.	103,530		103,530	105,601	107,713	109,867
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	3,331,000	250,000	3,081,000	-	-	-
Drysdale Library	Construction of a new library in Drysdale.	6,150,153		6,150,153	113,304	-	-
Disability Access - Core Program	Identification and completion of works, designs, plans and estimates of community facilities to enable equal accessibility to people with disabilities.	352,002		352,002	359,042	366,223	373,547
Eastern Multipurpose Community Centre - Construction	Lara West - Eastern Child and Community Centre Design & Construction, including early years and community spaces.	-		-	111,214	1,000,929	5,004,643
Landy Field	Refurbishment of facilities (including pavilion upgrade).	2,380,000		2,380,000	3,500,000	-	-
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.	1,717,338		1,717,338	8,586,693	8,586,692	-
FC Leopold Masterplan	Upgrades to facilities at soccer facilities at Estuary Estate Leopold.		25,000	- 25,000	-	-	-
Leopold Tennis Club	Council contribution towards State Government funded project to renewl pavilion and change room facilities.	720,000		720,000	-		-
Northern Aquatic and Community Hub (Northern Arc)	Construction of the Northern Aquatic and Community Hub development. Total project cost is expected to be $61.6m, being $16.7m funding support from the State Government, $8.5m from the Federal government $8.3m and a contribution from council of $48.8m. A further $4m of funding has been included to convert the facility from gas to electricity to support sustainability measures and lower energy costs	50,400,000	10,060,000	40,340,000	8,400,000	-	-

2022-23 to 2025-26 CAPITAL PROJECTS PROGRAM

Project Name	Description	2022-23			2023-24	2024-25	2025-26
		Expenditure $	Income $	Net Cost $	Net Cost $	Net Cost $	Net Cost $
Ocean Grove - Collendina Reserve facility upgrade	Provide facility upgrades to existing pavilion, including gender neutral facilities. (100% Grant funded).	650,000	650,000	-	-		-
Office Alteration / Improvements - Core Program	Minor office alterations and improvements.	89,098		89,098	90,880	92,697	94,551
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.	69,360	25,593	43,767	44,643	45,536	46,446
Queens Park golf course redevelopment	Upgrade of Pavilion at Queens Park golf course.	150,000		150,000	2,800,000		-
St Leonards Community Hub	Concept design and consultation for Early Years and Community Hub in St Leonards	100,000		100,000			
St Leonards Cricket club upgrades	Pavilion, nets and ground - 'St Leonards Lake Reserve'	350,000		350,000	1,000,000		-
Toilet Block Renewal / Replacement - Core Program	Public toilet refurbishments	869,178		869,178	874,562	880,053	897,654
Total Buildings		**94,861,083**	**15,585,593**	**79,275,490**	**48,785,905**	**33,160,490**	**33,272,495**
Cultural Venues	Develop business cases and design for the Geelong Art Gallery, National Wool Museum and Potato Shed.	200,000		200,000	-		
Osborne House Remedial Works	Remediation works to bring the building to an occupiable state.	2,000,000		2,000,000	2,000,000	3,000,000	1,000,000
Total Heritage Buildings		**2,200,000**	**-**	**2,200,000**	**2,000,000**	**3,000,000**	**1,000,000**
Armstrong Creek land acquisition program	Land acquisition required to support the Armstrong Creek DCP Precincts.	73,974		73,974	10,400,412	9,651,912	18,716,303
New Corio Estate Land Development	Development of New Station Estate	4,000,000		4,000,000	4,000,000		
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.	306,000		306,000	150,000	150,000	150,000
Total Land		**4,379,974**	**-**	**4,379,974**	**14,550,412**	**9,801,912**	**18,866,303**
TOTAL PROPERTY		**101,441,057**	**15,585,593**	**85,855,464**	**65,336,317**	**45,962,402**	**53,138,798**
Heavy and Dedicated Plant Replacement	Heavy and dedicated plant replacement core program.	2,755,000		2,755,000	2,810,100	2,866,302	2,923,628
Light Fleet	Light fleet replacement core program.	2,355,000		2,355,000	2,402,100	2,450,142	2,499,145
Total Fleet		**5,110,000**	**-**	**5,110,000**	**5,212,200**	**5,316,444**	**5,422,773**

2022-23 to 2025-26 CAPITAL PROJECTS PROGRAM

Project Name	Description	2022-23			2023-24	2024-25	2025-26
		Expenditure $	Income $	Net Cost $	Net Cost $	Net Cost $	Net Cost $
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.	40,800		40,800	41,616	42,448	43,297
Arts & Culture Renewal	General renewal of our Arts and Culture assets	-		-	50,000	100,000	102,000
Public Art Strategy Project Delivery	To deliver on the public art strategy.	132,600		132,600	135,252	137,957	140,716
Veteran Affairs	Funding to provide additional funds for Veteran's memorials.	25,500		25,500	26,010	26,530	27,061
Total Arts and Culture		**198,900**	**0**	**198,900**	**252,878**	**306,936**	**313,074**
Furniture Replacement	Furniture and equipment replacement.	47,624		47,624	48,576	49,548	50,539
Minor Plant & Equipment - Replacements	Minor plant and equipment replacement.	69,883		69,883	71,280	72,706	74,160
Total Minor Plant and Equipment		**117,507**	**0**	**117,507**	**119,857**	**122,254**	**124,699**
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	-	-
IT Asset Replacement Program	IT Hardware replacement cycle for end of life IT assets.	1,603,680		1,603,680	1,635,753	1,668,468	1,701,838
IT Systems Renewal Program	IT Systems renewal cycle for end of life IT systems	260,000		260,000	450,000	450,000	459,000
Minor IT Acquisitions Program	Core program.	226,731		226,731	231,265	235,891	240,608
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		500,000	500,000	-	-
Total Computers and Telecommunications		**2,990,410**	**-**	**2,990,410**	**3,217,019**	**2,354,359**	**2,401,446**
TOTAL PLANT AND EQUIPMENT		**8,416,817**	**-**	**8,416,817**	**8,801,953**	**8,099,992**	**8,261,992**
Bridge Upgrades - Major Renewal Works	Major renewal works on road and pedestrian bridges across municipality, core program.	640,003		640,003	828,803	1,037,779	1,058,535
Seagull Paddock Pedestrian Bridge	Removal of existing failed pedestrian bridge over weir and replacement with 100 year maintained free designed structure.	500,000	500,000	-			
Total Bridges		**1,140,003**	**500,000**	**640,003**	**828,803**	**1,037,779**	**1,058,535**
Central Road Basin - Construction & Landscaping	Central road basin construction and landscaping works. (DI_DR_1a) and (DI_DR_1b)	-		-	-	438,476	-

2022-23 to 2025-26 CAPITAL PROJECTS PROGRAM

Project Name	Description	2022-23			2023-24	2024-25	2025-26
		Expenditure $	Income $	Net Cost $	Net Cost $	Net Cost $	Net Cost $
Ceres Drainage Improvements	Design and community consultation on drainage works in the Ceres area.	100,000		100,000	-	-	-
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.	2,537,125		2,537,125	2,587,867	2,639,625	2,692,417
Drainage Renewal	Core program for the renewal of drainage infrastructure to reduce the likelihood of property flooding events.	2,064,101		2,064,101	2,639,383	3,515,171	3,585,474
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	600,000	850,000	867,000
Drainage Works	Wetland retarding Basins (WLRB8) - construction.	9,054		9,054	81,493	-	-
Drainage Works	Reserve Road Retarding Basin to Barwon Heads Road Retarding Basin - Construction of pipeline. (DI_DR_03)	100,000		100,000	2,489,644	-	-
Drainage Works	Jetty Road Downstream Basin - Construction and landscaping works	-		-	504,974	474,951	-
Drainage Works	Kyema Drive design and construction	300,000	-	300,000	1,000,000	-	-
Mount Brandon Reserve - Stormwater	Works to complete riparian sponge / stormwater infrastructure at the bottom section of Wandana Gully #02	500,000		500,000	60,000	60,000	-
Total Drainage		**6,010,280**	**-**	**6,010,280**	**10,027,361**	**7,978,223**	**7,144,892**
Environment Reserves Capital Improvements	Core program of priority capital works as identified in adopted conservation and environment reserves management plans.	554,680		554,680	565,774	577,089	588,631
Environment Asset Renewal	Core renewal program to maintain environment and coastal assets	390,000		390,000	740,000	740,000	754,800
Total Environment and Coastal Structures		**944,680**	**0**	**944,680**	**1,305,774**	**1,317,089**	**1,343,431**
Kerb and Channel Renewal	Core program replacement of kerb and channel in full block sections.	2,386,800		2,386,800	2,434,536	2,483,227	2,532,891
Ocean Grove Lookout Reserve	Kerb and channel and sealing the lookout visitor carpark.	750,000		750,000	-	-	-
Total Kerb and Channel		**3,136,800**	**0**	**3,136,800**	**2,434,536**	**2,483,227**	**2,532,891**
Aldershot Reserve Fenced Dog Park	Design and construction of fenced dog park and supporting infrastructure (paths, shelters)	250,000	100,000	150,000			
Anakie Football/Netball Club	Funding to support the development of an additional compliant netball court at Anakie Reserve	250,000	150,000	100,000			
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)	28,259		28,259	28,259	28,259	28,259

2022-23 to 2025-26 CAPITAL PROJECTS PROGRAM

Project Name	Description	2022-23			2023-24	2024-25	2025-26
		Expenditure $	Income $	Net Cost $	Net Cost $	Net Cost $	Net Cost $
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.	52,565		52,565	157,698	3,544,848	-
Armstrong Creek West Precinct - LAC active open space reserve - playing fields	DCP funded project required to design and construct the Armstrong Creek Wes Precinct Local Activity Centre- Playing Fields			-	-		327,037
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	124,236		124,236	126,721	129,255	131,840
Barwarre Road South Greenway improvement Works	Greenway improvements along Barwarre Road South. (DI_TR_3)	46,709		46,709	46,709	46,709	46,709
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.	146,969		146,969	587,877	3,306,809	3,306,809
Central Road	DCP funded works for landscaping of 1ha of land Central Road	-		-	-	-	590,583
Central Active Open Space - Play Fields - ACHBP	DCP funded works for playing fields of 1ha of land Central Road	-		-	-	-	94,572
Central Road 1ha Reserve - Playground	DCP funded works for the construction of a playground of 1ha of land Central Road	-		-	-	-	140,129
Co-Located Open Space - Playground	DCP funded works for the construction of a playground	-		-	-	57,460	-
District Active Open Space - Play Fields - construction -	Construction of playfields in the Lara West development precinct	-		-	-	122,337	489,349
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.	4,350,000	4,250,000	100,000	750,000	5,000,000	-
Eastern Beach	Development of a Master Plan.	100,000		100,000	150,000	-	-
Foreshore Reserve- Improvements	Protection and rehabilitation of the foreshore reserve	-		-	-	697,525	697,525
Greenway improvement Works - (Barrewarre Road South and Boundary Road West)	Greenway improvements along Barwarre Road South and Boundry Road West	18,368		18,368	18,368	18,368	18,368
Ground Renovation Program	Core program for improvements to sports fields and grounds.	238,208		238,208	242,972	247,832	252,788
Gymnasium Equipment Changeover	The Gymnasium Equipment Core Replacement Program is part of Leisure Services rolling gymnasium asset replacement program.	644,000		644,000	553,000	363,000	370,260
Hamersly Reserve	Upgrade works to playground and reserve.	-		-	-	-	200,000
Irrigation Asset Renewal	Core renewal of irrigation-related assets that are in need of improvement.	287,028		287,028	292,769	298,624	304,596

2022-23 to 2025-26 CAPITAL PROJECTS PROGRAM

Project Name	Description	2022-23			2023-24	2024-25	2025-26
		Expenditure $	Income $	Net Cost $	Net Cost $	Net Cost $	Net Cost $
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.	350,000		350,000	-		-
Lara Recreation Reserve Master Plan Stage 2 Implementation – Oval 3/Baseball Project	Funding to support the implementation of Stage 2 works including the provision of a new Oval 3 multi purpose building and reconstruction of baseball field to new orientation.	4,230,000		4,230,000	-	-	-
Lara Golf Club	Scoping study for water sustainability and new irrigation system	100,000		100,000	1,125,000	1,000,000	-
Leisure Centre Renewal	Renewal program to restore Leisure Centres to their original condition.	250,000		250,000	500,000	850,000	867,000
Moorpanyl Park	Development of Master Plan for Moorpanyal Park North Shore.	150,000		150,000	450,000	-	-
Mount Brandon - Masterplan	Continued implementation of works identified in the Master Plan.	1,286,900		1,286,900	496,250	-	-
Newcomb & District Cricket Club & Newcomb Netball Club	Upgrade of facilities, including practice wicket, surface and shelters.	350,000		350,000	-		-
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.	10,750,000	5,000,000	5,750,000	-	-	-
Open Space Renewal	Renewal program to restore public open space assets to their original condition.	800,000		800,000	1,050,000	2,050,000	2,091,000
Play Ground Equipment - Local Parks	Playground equipment for 6 local parks in the Armstrong Creek / Horseshoe Bend precinct.	-		-	-	3,235	158,561
Playground Development Program Implementation	Playground development core program to bring existing playgrounds up to standard to legislative requirements and the needs of the community.	570,916		570,916	582,335	593,981	605,861
Portarlington Recreation Reserve Master Plan	To deliver a Masterplan for the Portarlington Recreation Reserve to inform the future developments and investment at the reserve.	1,007,000		1,007,000	-	-	-
Province Blvd playground	Design and construction of playground.	250,000		250,000	-	-	-
Province Estate Highton - Wandana Gully Landscaping & Water Treatment (#3)	These works capture remediation and fully landscaping of higher embankments within Gully #03.	650,000		650,000	-	-	-
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.	498,000		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.	-		-	-	253,035	1,012,141

2022-23 to 2025-26 CAPITAL PROJECTS PROGRAM

Project Name	Description	2022-23			2023-24	2024-25	2025-26
		Expenditure $	Income $	Net Cost $	Net Cost $	Net Cost $	Net Cost $
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.	-		-	154,055	616,220	3,466,239
Regional Park - playground equipment	Playground equipment to be provided within the Armstrong Creek East Precinct District park.	-		-	-	51,661	464,948
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.	1,300,000	1,280,000	20,000	1,500,000	-	-
Southern Active Open Space - Play Fields & Bowling Greens - ACHBP	Playing fields and bowling greens in Armstrong Creek and Horseshoe Bend precinct.	-		-	-	114,028	456,112
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 2020-21 with the remaining $10k to come in 2022-23.		10,000	- 10,000			
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,	-	226,000	- 226,000	-	-	-
Sparrovale Wetlands Project Implementation DCP - HBP	Development of the Sparrovale Master Plan, ongoing maintenance and management of the Sparrovale Wetlands 550 hectare site.	523,487		523,487	523,487	523,487	523,487
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.	-	10,000	- 10,000	-	-	-
St Leonards Skate Park	Redevelopment of the existing facility.	460,592	35,339	425,253	-	-	-
Steampacket Garden Lighting		300,000	300,000	-			
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.	808,779	135,592	673,187	-	-	-
Total Parks, Open Space and Leisure		**31,172,016**	**11,446,931**	**19,725,085**	**9,335,499**	**19,916,673**	**16,644,174**
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.	1,299,200	610,000	689,200	702,984	717,044	731,385
Footpath Renewal	Core program for renewal / replacement of footpaths across the municipality.	3,447,923		3,447,923	3,758,882	4,071,059	4,152,480
Footpaths - General	Development of new footpaths across the municipality to support key network gaps	1,000,000		1,000,000	-	-	-
Footpaths on Barrabool Road Highton	Construction of new footpath infrastructure on Barrabool Road Highton.	600,000		600,000	600,000	-	-

2022-23 to 2025-26 CAPITAL PROJECTS PROGRAM

Project Name	Description	2022-23			2023-24	2024-25	2025-26
		Expenditure $	Income $	Net Cost $	Net Cost $	Net Cost $	Net Cost $
Footpaths on the Bellarine	Development of footpaths on the Bellarine, including the Ocean Grove PPN supported by a special rates and charge scheme.	150,000		150,000	2,158,000	2,091,690	1,258,472
Montpellier Drive	Construction of footpaths on the east side of Montpellier Drive.	85,000		85,000	-	-	-
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.	119,997		119,997	119,997	119,997	295,957
Patullos Rd East - Road Widening/Shared User Path	Design of widened road and shared user path between O'Hallorans Rd and Kees Rd, Lara.	2,327,342		2,327,342	-		-
Shared Path network - Mt Duneed - Offroad	Trail within of Baanyip and Boundary Road intersection project. (DI_TR_2)	156,323		156,323	156,323	156,323	156,323
Shared Path Network - Off Road (Barwarre Road South)	Trail along Barwarre Road South. (DI_TR_2)	16,735		16,735	16,735	16,735	16,735
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.	1,125,000		1,125,000	500,000	2,000,000	-
Wyndham Street Shared Path					-		48,071
Total Paths		**10,327,520**	**610,000**	**9,717,520**	**8,012,921**	**9,172,848**	**6,659,423**
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.	6,262,800		6,262,800	6,388,056	6,515,817	6,646,133
Capital Renewal of Civil Assets in Parks	Renewal of Civil Assets (Roads, Gravel Surfaces, Kerbs, Car Parks).	266,220		266,220	271,544	276,975	282,515
Carter Road Armstrong Creek Traffic Management	Wombat crossings on Carter Road Armstrong Creek.	135,000		135,000	-	-	-
Central Road/Wyndham Street Intersection		-		-	-		541,889
City of Geelong Assets Created by Blackspot VicRoads Program	This program relates to VicRoads funded projects on council assets.	558,287	500,000	58,287	69,453	47,340	48,287
Community, Leisure & Recreation Carparks	Upgrading of existing gravel carpark to a sealed asphalt carpark. Pavement construction included in this project.	124,440		124,440	126,929	129,467	132,057
Design & Investigation - Traffic Management Projects - Road & Street Management	Core program for investigation and design program for projects involving traffic management treatments throughout the municipality.	95,248		95,248	97,153	99,096	101,078
East West Link Road - Interim Construction - ACNEIP		-		-	-	-	233,241
Federal Roads Program (Roads to Recovery)	Next stage of federally funded program for the renewal of roads and road related assets.	2,420,340	2,183,504	236,836	285,242	334,617	341,310

2022-23 to 2025-26 CAPITAL PROJECTS PROGRAM

Project Name	Description	2022-23			2023-24	2024-25	2025-26
		Expenditure $	Income $	Net Cost $	Net Cost $	Net Cost $	Net Cost $
Gravel Resheeting	Resheeting core program for gravel roads that are in need of improvement.	1,988,406		1,988,406	2,739,174	3,510,357	3,580,565
Highmont Drive Traffic Management	Installation of speed humps/wombat humps on Highmont Drive Belmont.	67,500		67,500	-	-	-
Intersection - Internal North South/ East West Collector Road		-		-	-	-	60,593
Intersection - Bacchus Marsh Road / Windermere Road	Construction of a signalised intersection - Bacchus Marsh Road/Windermere Road.	-		-	-	83,959	755,638
Intersection - East West Link Road and Barwon Heads Road	Sewer Confluence relocation - ACNEIP	-		-	-	-	462,808
Intersection - Reserve Road/Horseshoe Bend Road/ Drews Road		150,000		150,000	1,625,737	1,452,876	-
Intersection - Surf Coast Hwy and Boundary Road	Construction of a signalised intersection - Surf Coast Hwy and Boundary Road (DI_RO_01)	283,324		283,324	2,472,622	-	-
Intersection - Jetty Road		-		-	356,327	-	-
Local Roads Construction Sub Program - Road & Street Management - Core Program	Ongoing program of local road works including road construction, provision of roundabouts.	951,441		951,441	970,470	989,879	1,009,676
Melaluka Rd Resealing		600,000		600,000	-	-	-
Roads Other	Renewal / Replacement of laneways, on-street carparks and other sundry road and street related infrastructure.	219,300		219,300	223,686	478,160	487,723
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	1,907,400		1,907,400	1,945,548	1,984,459	2,024,148
Road Rehabilitation	Renewal / replacement of road pavements in full block sections.	4,071,840		4,071,840	4,153,277	4,236,342	4,321,069
Road Surfacing	Surfacing of roads in the Bellarine.	300,000		300,000	1,600,000	-	-
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.	750,000		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.	3,239,068	1,520,000	1,719,068	1,753,449	1,788,518	1,824,289
Traffic calming & management measures - Lower Bluff Road St Leonards	The installation of permanent traffic management measures.	50,000	50,000	-			

2022-23 to 2025-26 CAPITAL PROJECTS PROGRAM

Project Name	Description	2022-23			2023-24	2024-25	2025-26
		Expenditure $	Income $	Net Cost $	Net Cost $	Net Cost $	Net Cost $
Traffic Major Works	Construction of major traffic works as prioritised from core traffic projects. Core Program	710,216		710,216	724,420	738,909	753,687
Warralily Boulevard Traffic Management	Installation of traffic calming measures on Warralily Boulevard.	50,000		50,000	275,000	-	-
Total Roads		**25,200,828**	**4,253,504**	**20,947,324**	**26,578,086**	**22,566,771**	**23,606,704**
Bus Shelter Renewal	Renewal and upkeep of the regions bus shelters.	602,000		602,000	754,040	106,121	108,243
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	-	-
Eastern Park Hoon mitigation	Installation of new permanent fencing to exclude vehicles, prevent after hours vehicle access and hoon behaviour.	-	50,000	- 50,000			
Highton Village West side renew alleyways	Highton Village Urban Design Framework streetscape upgrade.	30,000		30,000	100,000	-	-
Ritchie Boulevard Public Lighting	Upgrade of all pedestrian lighting along Ritchie Boulevard.	407,000	407,000	-			
Traffic Signals	Signals - New Boundary Road and Connector F (between Barewarre and Horseshoe Bend Road)			-	-	-	68,638
Traffic Signals	Traffic Signals - New Burvilles Road and Connector F			-	-	45,732	607,580
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.	3,557,189		3,557,189	-	-	-
Major Culvert Guardrail Replacement / Installation	Ongoing program of replacement or installation of guardrail over major culverts in accordance with approved schedule. Core program	114,240		114,240	116,525	118,855	121,232
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.	1,900,000		1,900,000	-	-	-
Street Lighting Renewal	Renewal and upkeep of the regions street lighting.	102,000		102,000	104,040	106,121	108,243
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 and construction from 2022-23, if feasible	1,350,000		1,350,000	-	-	-

2022-23 to 2025-26 CAPITAL PROJECTS PROGRAM

Project Name	Description	2022-23			2023-24	2024-25	2025-26
		Expenditure $	Income $	Net Cost $	Net Cost $	Net Cost $	Net Cost $
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	-	-
Roadside Infrastructure & Furniture		**8,715,429**	**457,000**	**8,258,429**	**4,727,605**	**376,829**	**1,013,937**
Drysdale Landfill Rehabilitation	This is full scale rehabilitation project for the Drysdale landfill completed landfill cells.	-		-	-	-	3,000,000
New Bin Supply - Waste Collection and Recycling Systems	Supply of mobile bins to new and additional occupancy residential properties and for new commercial customers.	637,755		637,755	650,510	663,520	676,791
Staceys Road Works	Supporting works at the site including widening of culvert on access road into the site along with power and security system upgrades	400,000		400,000	-	-	-
Transfer Station works	Additional works at Duro Street site, traffic flow improvement works and cardboard compactor purchase. Plus works required to manage the transition of the Pt Henry Transfer station into an EPA licenced site	500,000		500,000	-		
Total Waste Management		**1,537,755**	**-**	**1,537,755**	**650,510**	**663,520**	**3,676,791**
Capital Program Project Management - Capitalised Salaries	Annual allowance to deliver the Capital Projects Program - based on current approved labour allocations.	3,656,154		3,656,154	3,729,277	3,500,000	3,570,000
Community Facility Infrastructure Grants Public	Community Infrastructure Grants Program.	2,000,000		2,000,000	2,000,000	2,000,000	2,000,000
EV Charging Stations	Installation of four electric vehicles fast charges in the Greater Geelong region.	240,000	120,000	120,000			
Regional Livestock and Information Exchange	Project funding is subject to outcomes of feasibility study.	800,000		800,000	2,000,000	1,200,000	-
Geelong Waterfront Assets	Renewal of council owned assets situation along the Geelong waterfront.	1,753,000		1,753,000	2,156,060	2,159,181	2,202,365
General Asset Renewal	Additional renewal funding to be allocated across asset classes based on asset condition data and need			-	-	-	3,300,000
Total Other		**8,449,154**	**120,000**	**8,329,154**	**9,885,337**	**8,859,181**	**11,072,365**
TOTAL INFRASTRUCTURE		**96,634,466**	**17,387,435**	**79,247,031**	**73,786,432**	**74,372,140**	**74,753,141**
TOTAL CAPITAL EXPENDITURE		**206,492,339**	**32,973,028**	**173,519,311**	**147,924,703**	**128,434,534**	**136,153,931**

2022-23 TO 2025-26 NON CAPITAL PROGRAM - NEW AND INCREASED INITIATIVES

Project Name	Description	2022-23 Expenditure $	2023-24 Expenditure $	2024-25 Expenditure $	2025-26 Expenditure $
2P Parking, 1 hour free	Second hour free in 2P street parking zones.	2,068,865	2,068,865	2,068,865	
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			
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.	254,609	259,702	264,896	
Coastal and Marine Management Plan	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			
Kardinia Pool	Extended opening of Kardinia pool, covering winter months.	500,000	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
Connecting Communities & Growing Tourism	Planning to determine the feasibility of shared trail infrastructure for Bellarine, Lara to You Yangs, Rail Trail and Barwon River Loop	350,000			
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.	300,000	300,000		
Norlane Community Hub	Facilities Development Plan to identify future renewal works at the community hub.	100,000			
Climate Change Plan Community Programs and Engagement	Developing a climate change community awareness and engagement program, including community workshops, provision of subsidised energy audits.	95,000			
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	370,000		
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.	125,000	125,000	125,000	
Sports Lighting Audit	Collection of asset data for our spots lighting infrastructure	300,000			
Volunteers Internal	Funding to support the development of a Volunteer Framework and Action Plan and support the implement and administration of a Volunteer Management System.	200,000	200,000	200,000	200,000
		5,043,474	**3,868,567**	**3,203,761**	**745,000**

2022-23 COMMUNITY INVESTMENT & SUPPORT FUND

Project Name	Type	2021-22 Budget $	2022-23 Budget	Description
Community Grants				
Children's Week Grants	Community Grants	5,000	5,000	Grants for not-for-profit community groups to run activities and events during Children's Week held annual in October.
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, Cloverdale Care.
Community Climate Action	Community Grants	100,000	100,000	Partnership Grants for community led projects and activates to support the greater Geelong community to achieve net zero community emissions and increase resilience to the impact of climate change.
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	Community Grants	3,000,000	3,000,000	Grants to not-for-profit community groups for the planning and delivery of capital works on community infrastructure.
Creative Communities Grants Program	Community Grants	220,000	220,000	Grants to support arts and cultural projects and professional development for arts workers.
Environmental Sustainability Grants	Community Grants	150,000	150,000	Grants to not-for-profit community groups for the initiation, development and delivery of projects that enhance our natural environment and drive environmental sustainability actions across the Geelong region.
First Nations Cultural Heritage Grants	Community Grants	100,000	100,000	Grants for projects that recognise, restore, protect and preserve Aboriginal Cultural Heritage.
Geelong Heritage Grants	Community Grants	100,000	100,000	Grants to assist owners in conserving heritage buildings within the Greater Geelong region that contribute to the visual character of the city's streetscapes and public space and/or provide community amenity.
Healthy & Connected Communities Grants	Community Grants	243,000	263,000	Grants for not-for-profit community groups for projects and activities that respond to community need and will improve the health, wellbeing and capacity of our community.
Neighbourhood House Grants	Community Grants	182,500	182,500	Grants to Neighbourhood Houses for operating costs and community development projects.
Seniors Festival Grants	Community Grants	24,000	24,000	Grants for not-for-profit community groups to run activities and events in the Geelong Seniors Festival held annually in October.
COVID-19 Arts, Culture & Heritage Recovery	Community Grants	400,000		
COVID-19 Quick Response Community	Community Grants	100,000		
Community Events Quick Response (COVID-19 Recovery)	Community Grants	90,000		
Community Grants Sub Total		**5,034,500**	**4,464,500**	

2022-23 COMMUNITY INVESTMENT & SUPPORT FUND

Project Name	Type	2021-22 Budget $	2022-23 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.
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	266,090	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	24,000		Partnership program to support landowners in the Little River area to protect grasslands.
Support Vulnerable People - Partnership	Partnerships	20,000		Support charitable groups who provide support programs for vulnerable people within the City of Greater Geelong. Funding allocation has been transferred to the Healthy & Connected Community Grant.
Swan Bay Catchment Program	Partnerships	50,000	50,000	Partnership program to protect and enhance native vegetation and waterways within the Swan Bay Catchment on the Bellarine Peninsula.
Partnerships Sub Total		**578,615**	**534,615**	
Community Grants & Partnership Total		**5,613,115**	**4,999,115**	

2022-23 COMMUNITY INVESTMENT & SUPPORT FUND

Project Name	Type	2021-22 Budget $	2022-23 Budget	Description
G21 Contribution				
G21 Contribution	Partnerships	511,826	528,478	Contribution to G21 Geelong Regional Alliance.
G21 Contribution Total		**511,826**	**528,478**	
Arts & Culture Funding Agreements				
Geelong Art Gallery	Partnerships	1,336,220	1,359,604	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	9,158	Annual support for the conservation and care of the Geelong Maritime Museum collection.
Platform Arts	Partnerships	275,303	280,121	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	8,884	9,039	Annual support for venue lease costs.
Arts & Culture Initiatives Total		**1,629,407**	**1,657,922**	
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 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**	
Geelong Major Events				
Australian International Airshow	Geelong Major Events	365,000	365,000	Sponsorship payment of the Australian International Airshow, to be held in November 2023.
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		**1,595,000**	**1,595,000**	
Sponsorships & Donations				
Geelong Business Excellence Awards	Sponsorships & Donations	25,000	25,000	Sponsorship for the Geelong Business Excellence Awards in return for category naming rights.

2022-23 COMMUNITY INVESTMENT & SUPPORT FUND

Project Name	Type	2021-22 Budget $	2022-23 Budget	Description
Geelong Football Club	Sponsorships & Donations	16,000	16,000	President's Club
Geelong Supercats	Sponsorships & Donations	7,000	7,000	Match Day partnership
Give Where You Live	Sponsorship & Donation	20,000	20,000	Donation to support Give Where You Live to provide services and programs to vulnerable community members.
Sponsorships & Donations Sub Total		**68,000**	**68,000**	
Total		**9,593,348**	**9,024,515**	

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 2021-22 budget due to the impact of COVID-19.

The on-going impact from the pandemic has been considered when setting the fees for the 2022-23 budget, and as a result, several of Council's discretionary fees have increased for the 2021-22 financial year. Fees being held at 2020-21 rates include key arts facilities including National Wool Museum and Potato Shed.

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

Fee Groups	Fee Type	Comments
Leisure Services	Discretionary	Fee increases on average of 7%, noting there has been no increase in the past 2 years.
Community & Recreation	Discretionary	Summer hire increasing from 12% to 15% of the commercial fee as per Council's Fair Play Strategy. Average fee increase is 30%.
Waste Disposal Services	Discretionary	Waste disposal service fees, including gate fees at the City's transfer stations are rising on average 12% to 20%, with Waste Clean fill increasing by 20.77%. Increases are a direct result of a $20/tonne increase in the State Government EPA levy, which takes effect from 1 July 2022. The fee is directly passed through to gate fees.
Kindergartens	Discretionary	3 & 4 year old Kindergarten fees are increasing 6.9%.
Long Day Care	Discretionary	Increase in hourly rate of 6.1% at Belmont and Whittington Centres.
Planning Advertising Material	Discretionary	Cost of advertising material increased to reflect the cost of service and fee benchmarking with other Councils.
Planning Scheme fees	Statutory	Legislative increases in fees of approximately 6%.

CITY OF GREATE GEELONG - FEES AND CHARGES SCHEDULE
2022-23 Budget

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

Fees & Charges	Basis of Charge	2022-23 GST Amount $	2022-23 Charge $ (incl GST)	2021-22 Charge $ (incl GST)	Movement in price per unit $	Change in Charge %
Chief Executive						
Governance Administration						
FOI fees	A	0	**30.60**	30.10	0.50	1.7%
City Planning & Economy						
Advertising Material						
Each Additional Letter	D	0.55	**6.00**	5.00	1.00	20.0%
Each Additional Sign	D	6.82	**75.00**	50.00	25.00	50.0%
Letter (up to 10) & Sign	D	15.91	**175.00**	150.00	25.00	16.7%
Newspapers Advertising - (Price on Application - recovery of costs incurred)	D		P.O.A	P.O.A		
Building Services - Building Permits - Owner Builder						
Building Permits - Alterations & Additions - cost of work $0 - $10,000	D	92.73	**1,020.00**	-	1,020.00	-
Building Permits - Alterations & Additions - cost of work $0 - $5,000	D	0	**-**	785.00	(785.00)	(100.0%)
Building Permits - Alterations & Additions - cost of work $10,000 - $25,000	D	204	**2,244.00**	2,244.00	0.00	-
Building Permits - Alterations & Additions - cost of work $100,000 - $150,000	D	389.45	**4,284.00**	4,284.00	0.00	-
Building Permits - Alterations & Additions - cost of work $150,000 - $200,000	D	445.09	**4,896.00**	4,896.00	0.00	-
Building Permits - Alterations & Additions - cost of work $200,000	D		P.O.A	P.O.A	0.00	-
Building Permits - Alterations & Additions - cost of work $25,000 - $50,000	D	241.09	**2,652.00**	2,652.00	0.00	-
Building Permits - Alterations & Additions - cost of work $5,001 - $10,000	D	0	**-**	890.00	(890.00)	(100.0%)
Building Permits - Alterations & Additions - cost of work $50,000 - $100,000	D	333.82	**3,672.00**	3,672.00	0.00	-
Building Permits - Any Fence - cost of works $10,000 - $20,000	D	74.92	**824.16**	816.00	8.16	1.0%
Building Permits - Any Fence - cost of works $20,000 + (refer to Alterations & Additions)	D				0.00	-
Building Permits - Brick Fences - cost of works $0 - $10,000	D	65.56	**721.14**	714.00	7.14	1.0%
Building Permits - Building & Demolition Permit Outside of CoGG	D		P.O.A	P.O.A	0.00	-
Building Permits - Class 2 - 9 - cost of works $0 - $10,000	D	208.64	**2,295.00**	2,352.38	(57.38)	(2.4%)
Building Permits - Class 2 - 9 - cost of works $1,000,000	D		P.O.A	P.O.A	0.00	-
Building Permits - Class 2 - 9 - cost of works $10,000 - $50,000	D	259.64	**2,856.00**	2,927.40	(71.40)	(2.4%)
Building Permits - Class 2 - 9 - cost of works $100,000 - $150,000	D	438	**4,818.00**	4,938.45	(120.45)	(2.4%)
Building Permits - Class 2 - 9 - cost of works $150,000 - $200,000	D	536.36	**5,900.00**	6,047.50	(147.50)	(2.4%)
Building Permits - Class 2 - 9 - cost of works $200,000 - $300,000	D	614.73	**6,762.00**	6,931.05	(169.05)	(2.4%)
Building Permits - Class 2 - 9 - cost of works $300,000 - $500,000	D	714.91	**7,864.00**	8,060.60	(196.60)	(2.4%)
Building Permits - Class 2 - 9 - cost of works $50,000 - $100,000	D	340.36	**3,744.00**	3,837.60	(93.60)	(2.4%)
Building Permits - Class 2 - 9 - cost of works $500,000 - $600,000	D	827.09	**9,098.00**	9,325.45	(227.45)	(2.4%)
Building Permits - Class 2 - 9 - cost of works $600,000 - $800,000	D	912.73	**10,040.00**	10,291.00	(251.00)	(2.4%)
Building Permits - Class 2 - 9 - cost of works $800,000 - $1,000,000	D	1079.36	**11,873.00**	12,169.83	(296.83)	(2.4%)
Building Permits - Demolition/Removal (Domestic) - cost of works $0 - $20,000	D		P.O.A	P.O.A	0.00	-
Building Permits - Demolition/Removal (Domestic) - cost of works $20,000	D		P.O.A	P.O.A	0.00	-
Building Permits - Garages/Carports/Sheds >20m2 - cost works $0 - $50,000	D	67.03	**737.30**	730.00	7.30	1.0%
Building Permits - Industrial & Commercial (includes 1 inspection) - cost of works $100,000	D		P.O.A	P.O.A	0.00	-
Building Permits - Industrial & Commercial (includes 1 inspection) - cost of works $20,000 - $100,000	D		P.O.A	P.O.A	0.00	-
Building Permits - Masts/Antennas/Retaining Walls - cost of works $0 - $10,000	D	98.34	**1,081.71**	1,071.00	10.71	1.0%
Building Permits - Masts/Antennas/Retaining Walls - cost of works $10,000 - $25,000	D	187.31	**2,060.40**	2,040.00	20.40	1.0%
Building Permits - Masts/Antennas/Retaining Walls - cost of works $25,000 + (refer to Alterations & Additions)	D				0.00	-
Building Permits - New Dwellings & Multi Unit Development - cost of work - $150,001 - $250,000	D	0	-	2,950.00	(2,950.00)	(100.0%)
Building Permits - New Dwellings & Multi Unit Development - cost of work - $250,001 - $350,000	D	0	-	3,460.00	(3,460.00)	(100.0%)
Building Permits - New Dwellings & Multi Unit Development - cost of work - $350,001 - $400,000	D	0	-	4,480.00	(4,480.00)	(100.0%)
Building Permits - New Dwellings & Multi Unit Development - cost of work $0 - $150,000	D	0	-	2,338.00	(2,338.00)	(100.0%)
Building Permits - New Dwellings & Multi Unit Development - cost of work $0 - $200,000	D	268.18	**2,950.00**	-	2,950.00	-
Building Permits - New Dwellings & Multi Unit Development - cost of work $200,000 - $300,000	D	314.55	**3,460.00**	-	3,460.00	-
Building Permits - New Dwellings & Multi Unit Development - cost of work $300,000 - $400,000	D	407.27	**4,480.00**	-	4,480.00	-
Building Permits - New Dwellings & Multi Unit Development - cost of work $400,000 - $500,000	D	500	**5,500.00**	5,500.00	0.00	-
Building Permits - New Dwellings & Multi Unit Development - cost of work $500,000 - $600,000	D	592.73	**6,520.00**	6,520.00	0.00	-
Building Permits - New Dwellings & Multi Unit Development - cost of work $600,000	D				0.00	-
Building Permits - Reclad/Reroof/Restump - cost of works $0 - $10,000	D	231.82	**2,550.00**	-	2,550.00	-
Building Permits - Reclad/Reroof/Restump - cost of works $0 - $5,000	D	0	-	1,683.00	(1,683.00)	(100.0%)
Building Permits - Reclad/Reroof/Restump - cost of works $10,000	D		P.O.A	P.O.A	0.00	-
Building Permits - Reclad/Reroof/Restump - cost of works $5,001 - $10,000	D	0	-	2,550.00	(2,550.00)	(100.0%)
Building Permits - Relocation of Dwelling (including Alterations & Additions) - cost of works $0 - $10,000	D	282.35	**3,105.90**	3,060.00	45.90	1.5%
Building Permits - Relocation of Dwelling (including Alterations & Additions) - cost of works $10,000 - $20,000	D	329.41	**3,623.55**	3,570.00	53.55	1.5%
Building Permits - Relocation of Dwelling (including Alterations & Additions) - cost of works $100,000	D				0.00	-

CITY OF GREATE GEELONG - FEES AND CHARGES SCHEDULE
2022-23 Budget

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

Fees & Charges	Basis of Charge	2022-23 GST Amount $	2022-23 Charge $ (incl GST)	2021-22 Charge $ (incl GST)	Movement in price per unit $	Change in Charge %
Building Permits - Relocation of Dwelling (including Alterations & Additions) - cost of works $20,000 - $50,000	D	470.59	**5,176.50**	5,100.00	76.50	1.5%
Building Permits - Relocation of Dwelling (including Alterations & Additions) - cost of works $50,000 - $100,000	D	752.95	**8,282.40**	8,160.00	122.40	1.5%
Building Permits - Relocation of Dwelling (including Alterations & Additions) - Deposit: $5,000 or $100m/2 (the greater)	D	941.18	**10,353.00**	10,200.00	153.00	1.5%
Building Permits - Signs - cost of works $0 - $10,000	D	74.92	**824.16**	816.00	8.16	1.0%
Building Permits - Signs - cost of works $10,000 - $25,000	D	112.39	**1,236.24**	1,224.00	12.24	1.0%
Building Permits - Signs - cost of works $20,000 + (refer to Alterations & Additions)	D				0.00	-
Building Permits - Swimming Pools/Spas/Decks - cost of works $0 - $10,000	D	172.73	**1,900.00**	2,040.00	(140.00)	(6.9%)
Building Permits - Swimming Pools/Spas/Decks - cost of works $10,000 - $25,000	D	200	**2,200.00**	2,448.00	(248.00)	(10.1%)
Building Permits - Swimming Pools/Spas/Decks - cost of works $25,000	D		P.O.A	P.O.A	0.00	-
Building Permits - Timber & Metal Fences/Screens - cost of works $0 - $10,000	D	54.32	**597.52**	591.60	5.92	1.0%
Building Permits - Verandahs/Decks/Sheds >20m2 - cost works $10,000 - $20,000	D	91.36	**1,004.95**	995.00	9.95	1.0%
Building Permits - Verandahs/Decks/Sheds >20m2 - cost works $20,000 - $30,000	D	107.43	**1,181.70**	-	1,181.70	-
Building Permits - Verandahs/Decks/Sheds >20m2 - cost works $30,000 - $40,000	D	112.48	**1,237.25**	1,225.00	12.25	1.0%
Building Permits - Verandahs/Decks/Sheds >20m2 - cost works $40,000 - $50,000	D	154.71	**1,701.85**	1,685.00	16.85	1.0%
Building Permits - Verandahs/Decks/Sheds >20m2 - cost works $5,000 - $10,000	D	84.47	**929.20**	920.00	9.20	1.0%
Building Permits - Verandahs/Decks/Sheds >20m2 - cost works $50,000	D		P.O.A	P.O.A	0.00	-
Building Services - Building Permits - Registered Builder						
Building Permits - Alterations & Additions - cost of work $0 - $10,000	D	77.27	**850.00**	-	850.00	-
Building Permits - Alterations & Additions - cost of work $0 - $5,000	D	0	**-**	816.00	(816.00)	(100.0%)
Building Permits - Alterations & Additions - cost of work $10,000 - $25,000	D	133.53	**1,468.80**	1,632.00	(163.20)	(10.0%)
Building Permits - Alterations & Additions - cost of work $100,000 - $150,000	D	300.44	**3,304.80**	3,672.00	(367.20)	(10.0%)
Building Permits - Alterations & Additions - cost of work $150,000 - $200,000	D	350.51	**3,855.60**	4,284.00	(428.40)	(10.0%)
Building Permits - Alterations & Additions - cost of work $200,000+ (Price on Application)	D				0.00	-
Building Permits - Alterations & Additions - cost of work $25,000 - $50,000	D	166.91	**1,836.00**	2,040.00	(204.00)	(10.0%)
Building Permits - Alterations & Additions - cost of work $5,001 - $10,000	D	0	**-**	1,020.00	(1,020.00)	(100.0%)
Building Permits - Alterations & Additions - cost of work $50,000 - $100,000	D	250.36	**2,754.00**	3,060.00	(306.00)	(10.0%)
Building Permits - Any Fence - cost of works $10,000 - $20,000	D	69.55	**765.00**	765.00	0.00	-
Building Permits - Any Fence - cost of works $20,000 + (refer to Alterations & Additions)	D				0.00	-
Building Permits - Brick Fences - cost of works $0 - $10,000	D	63.05	**693.60**	693.60	0.00	-
Building Permits - Building & Demolition Permit Outside of CoGG (Permit Price +20%)	D				0.00	-
Building Permits - Class 2 - 9 - cost of works $0 - $10,000	D	157.45	**1,732.00**	1,732.25	(0.25)	(0.0%)
Building Permits - Class 2 - 9 - cost of works $1,000,000 + (Price on Application)	D		P.O.A	P.O.A	0.00	-
Building Permits - Class 2 - 9 - cost of works $10,000 - $50,000	D	203.18	**2,235.00**	2,234.50	0.50	0.0%
Building Permits - Class 2 - 9 - cost of works $100,000 - $150,000	D	228.82	**2,517.00**	2,517.40	(0.40)	(0.0%)
Building Permits - Class 2 - 9 - cost of works $150,000 - $200,000	D	272.73	**3,000.00**	3,000.18	(0.18)	(0.0%)
Building Permits - Class 2 - 9 - cost of works $200,000 - $300,000	D	329.18	**3,621.00**	3,621.33	(0.33)	(0.0%)
Building Permits - Class 2 - 9 - cost of works $300,000 - $500,000	D	379.55	**4,175.00**	4,173.80	1.20	0.0%
Building Permits - Class 2 - 9 - cost of works $50,000 - $100,000	D	211.86	**2,330.50**	2,330.85	(0.35)	(0.0%)
Building Permits - Class 2 - 9 - cost of works $500,000 - $600,000	D	480.18	**5,282.00**	5,282.85	(0.85)	(0.0%)
Building Permits - Class 2 - 9 - cost of works $600,000 - $800,000	D	689.73	**7,587.00**	7,587.05	(0.05)	(0.0%)
Building Permits - Class 2 - 9 - cost of works $800,000 - $1,000,000	D	827.64	**9,104.00**	9,104.05	(0.05)	(0.0%)
Building Permits - Demolition/Removal (Domestic) - cost of works $0 - $20,000	D	61.27	**674.00**	674.00	0.00	-
Building Permits - Demolition/Removal (Domestic) - cost of works $20,000 + (Price on Application)	D		P.O.A	P.O.A	0.00	-
Building Permits - Garages/Carports/Sheds >20m2 - cost works $0 - $5,000	D	55.64	**612.00**	612.00	0.00	-
Building Permits - Industrial & Commercial (includes 1 inspection) - cost of works $100,000 + (Price on Application)	D		P.O.A	P.O.A	0.00	-
Building Permits - Industrial & Commercial (includes 1 inspection) - cost of works $20,000 - $100,000 (Price on Application)	D		P.O.A	P.O.A	0.00	-
Building Permits - Masts/Antennas/Retaining Walls - cost of works $0 - $10,000	D	78.82	**867.00**	867.00	0.00	-
Building Permits - Masts/Antennas/Retaining Walls - cost of works $10,000 - $25,000	D	139.09	**1,530.00**	1,530.00	0.00	-
Building Permits - Masts/Antennas/Retaining Walls - cost of works $25,000 + (refer to Alterations & Additions)	D				0.00	-
Building Permits - New Dwellings & Multi Unit Development - cost of work - $150,001 - $250,000	D	0	**-**	2,550.00	(2,550.00)	(100.0%)
Building Permits - New Dwellings & Multi Unit Development - cost of work - $250,001 - $350,000	D	0	**-**	3,060.00	(3,060.00)	(100.0%)
Building Permits - New Dwellings & Multi Unit Development - cost of work - $350,001 - $400,000	D	0	**-**	4,080.00	(4,080.00)	(100.0%)
Building Permits - New Dwellings & Multi Unit Development - cost of work $0 - $150,000	D	0	**-**	1,938.00	(1,938.00)	(100.0%)
Building Permits - New Dwellings & Multi Unit Development - cost of work $0 - $200,000	D	208.64	**2,295.00**	-	2,295.00	-
Building Permits - New Dwellings & Multi Unit Development - cost of work $200,000 - $300,000	D	250.36	**2,754.00**	-	2,754.00	-
Building Permits - New Dwellings & Multi Unit Development - cost of work $300,000 - $400,000	D	333.82	**3,672.00**	-	3,672.00	-
Building Permits - New Dwellings & Multi Unit Development - cost of work $400,000 - $500,000	D	417.27	**4,590.00**	5,100.00	(510.00)	(10.0%)
Building Permits - New Dwellings & Multi Unit Development - cost of work $500,000 - $600,000	D	500.73	**5,508.00**	6,120.00	(612.00)	(10.0%)
Building Permits - New Dwellings & Multi Unit Development - cost of work $600,000+ (Price on Application)	D		P.O.A	P.O.A	0.00	-
Building Permits - Reclad/Reroof/Restump - cost of works $0 - $10,000	D	109.09	**1,200.00**	-	1,200.00	-

CITY OF GREATE GEELONG - FEES AND CHARGES SCHEDULE
2022-23 Budget

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

Fees & Charges	Basis of Charge	2022-23 GST Amount $	2022-23 Charge $ (incl GST)	2021-22 Charge $ (incl GST)	Movement in price per unit $	Change in Charge %
Building Permits - Reclad/Reroof/Restump - cost of works $0 - $5,000	D	0	-	1,530.00	(1,530.00)	(100.0%)
Building Permits - Reclad/Reroof/Restump - cost of works $10,000 + (Price on Application)	D		P.O.A	P.O.A	0.00	-
Building Permits - Reclad/Reroof/Restump - cost of works $5,001 - $10,000	D	0	-	2,040.00	(2,040.00)	(100.0%)
Building Permits - Relocation of Dwelling (including Alterations & Additions) - cost of works $0 - $10,000	D	235.3	**2,588.25**	2,550.00	38.25	1.5%
Building Permits - Relocation of Dwelling (including Alterations & Additions) - cost of works $10,000 - $20,000	D	282.35	**3,105.90**	3,060.00	45.90	1.5%
Building Permits - Relocation of Dwelling (including Alterations & Additions) - cost of works $100,000 + (Price on Application)	D				0.00	-
Building Permits - Relocation of Dwelling (including Alterations & Additions) - cost of works $20,000 - $50,000	D	423.53	**4,658.85**	4,590.00	68.85	1.5%
Building Permits - Relocation of Dwelling (including Alterations & Additions) - cost of works $50,000 - $100,000	D	705.89	**7,764.75**	7,650.00	114.75	1.5%
Building Permits - Relocation of Dwelling (including Alterations & Additions) - Deposit: $5,000 or $100m/2 (the greater)	D	941.18	**10,353.00**	10,200.00	153.00	1.5%
Building Permits - Signs - cost of works $0 - $10,000	D	60.88	**669.63**	663.00	6.63	1.0%
Building Permits - Signs - cost of works $10,000 - $25,000	D	79.61	**875.67**	867.00	8.67	1.0%
Building Permits - Signs - cost of works $20,000 + (refer to Alterations & Additions)	D				0.00	-
Building Permits - Swimming Pools/Spas/Decks - cost of works $0 - $10,000	D	127.27	**1,400.00**	1,683.00	(283.00)	(16.8%)
Building Permits - Swimming Pools/Spas/Decks - cost of works $10,000 - $25,000	D	172.73	**1,900.00**	2,295.00	(395.00)	(17.2%)
Building Permits - Swimming Pools/Spas/Decks - cost of works $25,000+ (Price on Application)	D		P.O.A	P.O.A	0.00	-
Building Permits - Timber & Metal Fences/Screens - cost of works $0 - $10,000	D	51	**561.00**	561.00	0.00	-
Building Permits - Verandahs/Decks/Sheds >20m2 - cost works $10,000 - $20,000	D	72.73	**800.00**	800.00	0.00	-
Building Permits - Verandahs/Decks/Sheds >20m2 - cost works $20,000 - $30,000	D	82.09	**903.00**	903.00	0.00	-
Building Permits - Verandahs/Decks/Sheds >20m2 - cost works $30,000 - $40,000	D	90	**990.00**	990.00	0.00	-
Building Permits - Verandahs/Decks/Sheds >20m2 - cost works $40,000 - $50,000	D	104.09	**1,145.00**	1,145.00	0.00	-
Building Permits - Verandahs/Decks/Sheds >20m2 - cost works $5,000 - $10,000	D	63.09	**694.00**	694.00	0.00	-
Building Permits - Verandahs/Decks/Sheds >20m2 - cost works $50,000+ (Price on Application)	D		P.O.A	P.O.A	0.00	-
Building Services - Building Permits - Variations, Dispensations						
Building Permits - Additional/Reinspect Council Permits (current permit only/per inspection)	D	18.55	**204.00**	204.00	0.00	-
Building Permits - Change of Builders' Details	D	22.73	**250.00**	250.00	0.00	-
Building Permits - Change of Ownership Details	D	18.55	**204.00**	204.00	0.00	-
Building Permits - Drawings / Amendments	D	27.27	**300.00**	300.00	0.00	-
Building Services - Caravan Park Registrations						
Build - Stat - Caravan Annexe/UMD Installed in Caravan Parks (per inspection)	D	0	**142.00**	142.00	0.00	-
Caravan Park Registration Fee (per unit)	A	0	**14.00**	14.00	0.00	-
Building Services - Copies of Documents						
Copies of Commercial Plans (all plans regardless of age)	D	31.82	**350.00**	362.75	(12.75)	(3.5%)
Copies of Commercial Plans (less than 10 years old)	D	0	-	213.30	(213.30)	(100.0%)
Copies of Domestic Plans (all plans regardless of age)	D	18.18	**200.00**	195.50	4.50	2.3%
Copies of Domestic Plans (less than 10 years old)	D	0	-	121.30	(121.30)	(100.0%)
Copy of Commercial Building Permits (Per Permit)	D	10	**110.00**	106.65	3.35	3.1%
Copy of Commercial Final Inspection (Per Permit)	D	10	**110.00**	106.65	3.35	3.1%
Copy of Commercial Occupancy Permits (Per Permit)	D	10	**110.00**	106.65	3.35	3.1%
Copy of Domestic Building Permits (Per Permit)	D	6.82	**75.00**	70.15	4.85	6.9%
Copy of Domestic Final Inspection (Per Permit)	D	6.82	**75.00**	70.15	4.85	6.9%
Copy of Domestic Occupancy Permits (Per Permit)	D	6.82	**75.00**	70.15	4.85	6.9%
Scanning of Plans (A0 - per page)	D	0.91	**10.00**	10.00	0.00	-
Scanning of Plans (A1 - per page)	D	0.82	**9.00**	9.00	0.00	-
Scanning of Plans (A2 - per page)	D	0.73	**8.00**	8.00	0.00	-
Scanning of Plans (A3 - per page)	D	0.18	**2.00**	2.00	0.00	-
Scanning of Plans (A4 - per page)	D	0.09	**1.00**	1.00	0.00	-
Building Services - Council Consents						
Council Consent - Adminstrative Fee	D	0	**67.50**	-	67.50	-
Council Consent - Places of Public Entertainment/Temp Structure - per hour (after the first 3 hours)	D	0	**157.00**	154.20	2.80	1.8%
Council Consent - Protection of the Public	D	0	**299.00**	294.90	4.10	1.4%
Council Consent - Siting Approval Only (Temporary Structures)	D	0	**373.00**	367.20	5.80	1.6%
Council Consents - all matters except easements	A	0	**299.85**	294.90	4.95	1.7%
Council Consents - easements	D	0	**321.00**	316.00	5.00	1.6%
Variation to Council Consent / Extention of Time	D	0	**137.00**	135.00	2.00	1.5%
Building Services - Lodgement Fees						
Lodgement Fee - Commercial Permits - cost of works $5,000 +	A	0	**125.85**	123.70	2.15	1.7%
Lodgement Fee - Domestic Permits - cost of works $5,000 +	A	0	**125.85**	123.70	2.15	1.7%
Building Services - Non-Conforming Works						
Application for Council Assessment for Illegal Building Works - 25% of the applicable application fee	D	0			0.00	-

CITY OF GREATE GEELONG - FEES AND CHARGES SCHEDULE
2022-23 Budget

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

Fees & Charges	Basis of Charge	2022-23 GST Amount $	2022-23 Charge $ (incl GST)	2021-22 Charge $ (incl GST)	Movement in price per unit $	Change in Charge %
Building Services - Occupacy Permits - Places of Public Entertainment						
POPE - 0 to 1000 people	D	0		800.00	(800.00)	(100.0%)
POPE - 1000 to 2000 people	D	0		900.00	(900.00)	(100.0%)
POPE - 10000 to 15000 people	D	0		2,950.00	(2,950.00)	(100.0%)
POPE - 2000 to 3000 people	D	0		1,000.00	(1,000.00)	(100.0%)
POPE - 3000 to 5000 people	D	0		1,350.00	(1,350.00)	(100.0%)
POPE - 5000 to 10000 people	D	0		1,950.00	(1,950.00)	(100.0%)
POPE Permit - 0 to 5,000 people	D	0	**900.00**	-	900.00	-
POPE Permit - 10,000+ people	D	0	**2,950.00**	-	2,950.00	-
POPE Permit - 5,000 to 10,000 people	D	0	**1,500.00**	-	1,500.00	-
Building Services - Property Information Requests						
Owner Builder Statement	A	0	**97.85**	95.80	2.05	2.1%
Building Services - Road Occupation Permits						
Road Occupation - Alimaks, chutes, fixed crane base max deposit	D	2272.73	**25,000.00**	25,000.00	0.00	-
Road Occupation - Alimaks, chutes, fixed crane base min deposit	D	181.82	**2,000.00**	2,000.00	0.00	-
Road Occupation - Alimaks, chutes, fixed crane base permit fee	D	25.18	**277.00**	273.00	4.00	1.5%
Road Occupation - Alimaks, chutes, fixed crane bases space occup fee (pr wk)	D	25.18	**277.00**	273.00	4.00	1.5%
Road Occupation - Cranes/lifting device, concrete pumps/motorised plant fee (per day each device)	D	25.18	**277.00**	273.00	4.00	1.5%
Road Occupation - Cranes/lifting device, concrete pumps/motorised plant max deposit	D	2272.73	**25,000.00**	25,000.00	0.00	-
Road Occupation - Cranes/lifting device, concrete pumps/motorised plant min deposit	D	181.82	**2,000.00**	2,000.00	0.00	-
Road Occupation - Footpath Occup max Deposit	D	2272.73	**25,000.00**	25,000.00	0.00	-
Road Occupation - Footpath Occup min deposit	D	181.82	**2,000.00**	2,000.00	0.00	-
Road Occupation - Footpath Occup space occup fee (m2/per wk - min $200)	D	0.36	**4.00**	4.00	0.00	-
Road Occupation - Gantry max deposit	D	2272.73	**25,000.00**	25,000.00	0.00	-
Road Occupation - Gantry min deposit	D	181.82	**2,000.00**	2,000.00	0.00	-
Road Occupation - Gantry Permit Fee	D	25.18	**277.00**	273.00	4.00	1.5%
Road Occupation - Hoard & scaffold over gantry space occup fee (m2/per wk - min $130)	D	0.36	**4.00**	4.00	0.00	-
Road Occupation - Hoarding & scaffold over gantry max deposit	D	2272.73	**25,000.00**	25,000.00	0.00	-
Road Occupation - Hoarding & Scaffold over gantry min deposit	D	181.82	**2,000.00**	2,000.00	0.00	-
Road Occupation - Hoarding & scaffold over gantry permit fee	D	25.18	**277.00**	273.00	4.00	1.5%
Road Occupation - road/lane closures max deposit	D	2272.73	**25,000.00**	25,000.00	0.00	-
Road Occupation - road/lane closures min deposit	D	181.82	**2,000.00**	2,000.00	0.00	-
Road Occupation - road/lane closures space occup fee (per lane, per day)	D	25.18	**277.00**	273.00	4.00	1.5%
Road Occupation - Site shed over gantry space occup fee (per shed 6x3mtr, pr wk)	D	25.18	**277.00**	273.00	4.00	1.5%
Road Occupation - Street Occupation Permit fee	D	25.18	**277.00**	273.00	4.00	1.5%
Building Services - Swimming Pool & Spa Registrations						
Information Search Fee - Swimming Pool Regulation	A	0	**48.80**	47.97	0.83	1.7%
Lodgement Fee - Compliant - Swimming Pool Regulation	A	0	**21.10**	20.75	0.35	1.7%
Lodgement Fee - Non Compliant - Swimming Pool Regulation	A	0	**397.55**	391.00	6.55	1.7%
Registration Fee - Swimming Pool Regulation	A	0	**32.90**	32.30	0.60	1.9%
Swimming Pool & Spa - Penalties & Infringements	A	0	**369.85**	363.48	6.37	1.8%
Building Serviecs - Property Information Requests						
Building Permit Details (10 years) inc current notices/orders - fast track	D	0	**97.60**	95.80	1.80	1.9%
Building Permit Details (10 years) inc current notices/orders - standard	A	0	**48.80**	47.90	0.90	1.9%
Land in Special Areas - fast track	D	0	**97.60**	95.80	1.80	1.9%
Land in Special Areas - standard	A	0	**48.80**	47.90	0.90	1.9%
Mandatory Inspection/Approval Dates	A	0	**48.80**	47.90	0.90	1.9%
Carousel - Private Hire						
Private Hire of Carousel - Wedding Photos 1/2 hour	D	19.45	**214.00**	210.50	3.50	1.7%
Private Hire of Carousel - Wedding Ceremony 1 hour	D	43.55	**479.00**	470.50	8.50	1.8%
Private Hire of Carousel - Private Function Booking 2 hours	D	85.09	**936.00**	920.00	16.00	1.7%
Private Hire of Carousel - Private Function Booking 2-4 hours	D	129.27	**1,422.00**	1,397.50	24.50	1.8%
Private Hire of Carousel - Private Functions Booking 4-6 hours	D	174.73	**1,922.00**	1,888.50	33.50	1.8%
Additional 1/2 hour (Private Function Hour or Weddings)	D	19.45	**214.00**	210.50	3.50	1.7%
Private Hire of Carousel - Decking Hire per Function	D	39.18	**431.00**	424.00	7.00	1.7%
Childrens Birthday Parties - Package 1 per Child (self-catered)	D	1.53	**16.80**	16.80	0.00	-
Childrens Birthday Parties - Pacakge 2 per Child (catered)	D	2.55	**28.00**	28.00	0.00	-
Carousel - Ride Tickets						
Adult Carousel Ride Ticket	D	0.45	**5.00**	5.00	0.00	-
Child Carousel Ride Ticket	D	0.45	**5.00**	5.00	0.00	-
Carousel Ride Group Booking 10-19 people	D	0.39	**4.30**	5.00	(0.70)	(14.0%)
Carousel Ride Group Booking 20-49 people	D	0.38	**4.20**	5.00	(0.80)	(16.0%)
Carousel Ride Group Booking 50+ people	D	0.36	**4.00**	5.00	(1.00)	(20.0%)
Carousel Ride Multi-Ride Ticket (10)	D	4.09	**45.00**	45.00	0.00	-
Concession Carousel Ride Ticket	D	0.45	**5.00**	5.00	0.00	-

CITY OF GREATE GEELONG - FEES AND CHARGES SCHEDULE
2022-23 Budget

Basis of Charge:
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Fees & Charges	Basis of Charge	2022-23 GST Amount $	2022-23 Charge $ (incl GST)	2021-22 Charge $ (incl GST)	Movement in price per unit $	Change in Charge %
Certification of Compliance						
Certificate of Compliance	A	0	**336.40**	330.70	5.70	1.7%
Demolitions Certificates						
Demolition Certificate	D	0	**61.00**	61.00	0.00	-
Developer Fines & Costs						
Developer Fines and Costs - Breach of Planning & Environment Act - per unit	A	0	**184.92**	181.74	3.18	1.7%
Extension of Time						
Extension of Time - first request	D	0	**300.00**	300.00	0.00	-
Extension of Time - second request	D	0	**400.00**	350.00	50.00	14.3%
Extension of Time - third request	D	0	**600.00**	500.00	100.00	20.0%
Information & Copies of Documents						
Written Request for Information - commercial/industrial/other	D	0	**250.00**	240.00	10.00	4.2%
Written Request for Information - residential	D	0	**180.00**	165.00	15.00	9.1%
Laneway Waste Collection						
Laneways Waste Collection	D	103.82	**1,142.00**	1,142.00	0.00	-
National Wool Museum - Facilities Hire						
NWM Auction Room - Standard Full Day Rate	D	40	**440.00**	440.00	0.00	-
NWM Auction Room - Regular User Day Rate	D	35.45	**390.00**	390.00	0.00	-
NWM Auction Room - CoGG & Community Group Rate	D	30.91	**340.00**	340.00	0.00	-
NWM Auction Room - Half Day Rate	D	25	**275.00**	275.00	0.00	-
NWM Auction Room - Hourly Rate	D	9.09	**100.00**	100.00	0.00	-
NWM Auction and Multifunction Room - Standard Full Day Rate	D	71.82	**790.00**	790.00	0.00	-
NWM Auction and Multifunction Room - Regular User Rate	D	63.64	**700.00**	700.00	0.00	-
NWM Auction and Multifunction Room - CoGG & Community Group Rate	D	57.27	**630.00**	630.00	0.00	-
NWM Auction and Multifunction Room - Half Day Rate	D	44.09	**485.00**	485.00	0.00	-
NWM Auction and Multifunction Room - Hourly Rate	D	22.73	**250.00**	250.00	0.00	-
NWM Strachan Room - Standard Full Day Rate	D	70.91	**780.00**	780.00	0.00	-
NWM Strachan Room - Regular User Day Rate	D	63.64	**700.00**	700.00	0.00	-
NWM Strachan Room - Cogg & COmmunity Group Day Rate	D	54.55	**600.00**	600.00	0.00	-
NWM Strachan Room - Half Day Rate	D	44.09	**485.00**	485.00	0.00	-
NWM Strachan Room - Hourly Rate	D	21.82	**240.00**	240.00	0.00	-
Labour - Regular Hourly Rate	D	5.91	**65.00**	65.00	0.00	-
Labour - Concessional Hourly Rate	D	3.64	**40.00**	40.00	0.00	-
Security & Out of Hours Costs - Museum Staff 5pm-9am Hourly Rate	D	10	**110.00**	110.00	0.00	-
Security & Out of Hours Costs - Micom Security Call Out - Minimum 4 Hours	D	30	**330.00**	330.00	0.00	-
Commercial Kitchen Rental - Day Rate	D	50	**550.00**	550.00	0.00	-
National Wool Museum - General Admission						
NWM Gen Adm Adult	D	0	**12.00**	12.00	0.00	-
NWM Gen Adm Concession	D	0	**9.00**	9.00	0.00	-
NWM Gen Adm Child	D	0	**7.00**	7.00	0.00	-
NWM Gen Adm Family	D	0	**33.00**	33.00	0.00	-
NWM Gen Adm Group	D	0	**9.00**	9.00	0.00	-
NWM Gen Adm School	D	0	**6.00**	6.00	0.00	-
NWM Gen Adm Pre-School - Group	D	0	**7.00**	7.00	0.00	-
NWM Gen Adm Pre-School - Individual	D	0	**11.00**	11.00	0.00	-
National Wool Museum - Memberships						
NWM M/Ship Adult	D	0	**45.00**	45.00	0.00	-
NWM M/Ship Senior/Student/Concession	D	0	**36.00**	36.00	0.00	-
NWM M/Ship Family (2 adults and up to 4 children - Children under 16 years and registered at the same address)	D	0	**70.00**	70.00	0.00	-
NWM M/Ship Child Age 2-16	D	0	**17.00**	17.00	0.00	-
Park & Ride						
Park & Ride User Fees	D	0	**3.00**	3.00	0.00	-
Planning Permits - Amended Permit Fees						
Amend a Permit - change statement or conditions	A	0	**1,360.80**	1,337.70	23.10	1.7%
Amend VicSmart Application - $10,000 or more	A	0	**443.40**	435.90	7.50	1.7%
Amend VicSmart Application - less than $10,000	A	0	**206.40**	202.90	3.50	1.7%
Amend VicSmart Subdivision	A	0	**206.40**	202.90	3.50	1.7%
Amended Development Permit $1,000,001 - $9,999,999	A	0	**3,524.35**	3,464.40	59.95	1.7%
Amended Development Permit $100,001 - $1,000,000	A	0	**1,597.80**	1,570.60	27.20	1.7%
Amended Development Permit up to $100,000	A	0	**1,184.95**	1,164.80	20.15	1.7%
Amended Residential Permit $1,000,001 - $ 9,999,999	A	0	**3,524.35**	3,464.40	59.95	1.7%
Amended Residential Permit $10,001 - $100,000	A	0	**649.80**	638.80	11.00	1.7%

CITY OF GREATE GEELONG - FEES AND CHARGES SCHEDULE
2022-23 Budget

Basis of Charge:
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Fees & Charges	Basis of Charge	2022-23 GST Amount $	2022-23 Charge $ (incl GST)	2021-22 Charge $ (incl GST)	Movement in price per unit $	Change in Charge %
Amended Residential Permit $100,001 - $500,000	A	0	**1,330.25**	1,307.60	22.65	1.7%
Amended Residential Permit $500,001 - $1,000,000	A	0	**1,437.25**	1,412.80	24.45	1.7%
Amended Residential Permit up to $10,000	A	0	**206.40**	202.90	3.50	1.7%
Amendments to Subdivision Permits	A	0	**1,360.80**	1,337.70	23.10	1.7%
Planning Permits - Initial Permit Fees						
Amend or End a s173 Agreement	A	0	**680.40**	668.80	11.60	1.7%
Change of Use	A	0	**1,360.80**	1,337.70	23.10	1.7%
Create, Vary or Remove Easement	A	0	**1,360.80**	1,337.70	23.10	1.7%
Create, Vary or Remove Restriction/Right of Way	A	0	**1,360.80**	1,337.70	23.10	1.7%
Development Buildings & Works $1,000,001 - $5,000,000	A	0	**3,524.35**	3,464.40	59.95	1.7%
Development Buildings & Works $15,000,001 - $50,000,000	A	0	**26,489.95**	26,039.59	450.36	1.7%
Development Buildings & Works $5,000,001 - $15,000,000	A	0	**8,982.90**	8,830.10	152.80	1.7%
Development Buildings & Works $50,000,001 - $9,999,999,999	A	0	**59,539.25**	58,526.50	1,012.75	1.7%
Development Buildings & Works $100,001 - $1,000,000	A	0	**1,597.80**	1,570.60	27.20	1.7%
Development Buildings & Works up to $100,000	A	0	**1,184.95**	1,164.80	20.15	1.7%
Development Plans	A	0	**336.40**	330.70	5.70	1.7%
Miscellaneous Fees (waiver of car parking requirements etc)	A	0	**1,360.80**	1,337.70	23.10	1.7%
Planning - Decision of Responsible Authority	A	0	**336.40**	330.70	5.70	1.7%
Re-alignment or Consolidation	A	0	**1,360.80**	1,337.70	23.10	1.7%
Removal of Restriction (greater than 2 years)	A	0	**1,360.80**	1,337.70	23.10	1.7%
Residential Development - Single Dwelling - $1,000,001 - 2,000,000	A	0	**1,544.30**	1,518.00	26.30	1.7%
Residential Development - Single Dwelling - $10,001 - $100,000	A	0	**649.80**	638.80	11.00	1.7%
Residential Development - Single Dwelling - $100,001 - $500,000	A	0	**1,330.25**	1,307.60	22.65	1.7%
Residential Development - Single Dwelling - $2,000,001 - $5,000,000	A	0	**3,524.35**	3,464.40	59.95	1.7%
Residential Development - Single Dwelling - $500,001 - $1,000,000	A	0	**1,437.25**	1,412.80	24.45	1.7%
Residential Development - Single Dwelling up to $10,000	A	0	**206.40**	202.90	3.50	1.7%
Subdivision of Existing Building or Two lots Only	A	0	**1,360.80**	1,337.70	23.10	1.7%
VicSmart Application - $10,000 or more	A	0	**443.40**	435.90	7.50	1.7%
VicSmart Application - less than $10,000	A	0	**206.40**	202.90	3.50	1.7%
VicSmart Subdivision	A	0	**206.40**	202.90	3.50	1.7%
Potato Shed Facility Hire - Cleaning & Rubbish						
P-Shed Weekend Surcharge Clean	D	7.27	**80.00**	80.00	0.00	-
P-Shed Extra Cleaning	D	6.09	**67.00**	67.00	0.00	-
P-Shed Rubbish - in Skip Full	D	7.27	**80.00**	80.00	0.00	-
P-Shed Rubbish - in Skip Half	D	4.73	**52.00**	52.00	0.00	-
P-Shed Wastewise Sorting Fee	D	5.91	**65.00**	65.00	0.00	-
P-Shed Dirty Dishes (per item)	D	0.36	**4.00**	4.00	0.00	-
P-Shed Sunday Cleaning Cost	D	7.73	**85.00**	85.00	0.00	-
Potato Shed Facility Hire - Commercial Rate						
P-Shed Comm Rate Auditorium Rehearsal	D	3.64	**40.00**	40.00	0.00	-
P-Shed Comm Rate Auditorium Performance	D	4.09	**45.00**	45.00	0.00	-
P-Shed Comm Rate Multi Purpose	D	2.55	**28.00**	28.00	0.00	-
P-Shed Comm Rate Studio	D	2.55	**28.00**	28.00	0.00	-
P-Shed Comm Rate Music 1	D	2.09	**23.00**	23.00	0.00	-
P-Shed Comm Rate Music 2	D	2.09	**23.00**	23.00	0.00	-
P-Shed Comm Rate Music 3	D	2.09	**23.00**	23.00	0.00	-
P-Shed Comm Rate Foyer	D	2.55	**28.00**	28.00	0.00	-
P-Shed Comm Rate Kitchen	D	1.64	**18.00**	18.00	0.00	-
P-Shed Comm Rate Foyer & Hall - Exhibition weekly	D	6	**66.00**	66.00	0.00	-
P-Shed Comm Rate All Areas Hourly	D	12.09	**133.00**	133.00	0.00	-
P-Shed Comm Rate All Areas Daily	D	95.45	**1,050.00**	1,050.00	0.00	-
P-Shed Comm Rate All Areas Weekly	D	413.64	**4,550.00**	4,550.00	0.00	-
P-Shed Comm Rate All Areas Weekend	D	181.82	**2,000.00**	2,000.00	0.00	-
P-Shed Comm Rate Auditorium Daily	D	42.73	**470.00**	470.00	0.00	-
P-Shed Comm Rate Multi Purpose Daily	D	26.36	**290.00**	290.00	0.00	-
P-Shed Comm Rate Studio Daily	D	26.36	**290.00**	290.00	0.00	-
P-Shed Comm Rate Music 123 Daily (each room)	D	21.82	**240.00**	240.00	0.00	-
P-Shed Comm Rate Foyer Daily	D	26.36	**290.00**	290.00	0.00	-
P-Shed Comm Rate Kitchen Daily	D	13.64	**150.00**	150.00	0.00	-
P-Shed Comm Rate Auditorium Weekend	D	75.45	**830.00**	830.00	0.00	-
P-Shed Comm Rate Multi Purpose Weekend	D	52.73	**580.00**	580.00	0.00	-
P-Shed Comm Rate Studio Weekend	D	52.73	**580.00**	580.00	0.00	-
P-Shed Comm Rate Music 123 Weekend (each rm)	D	52.73	**580.00**	580.00	0.00	-
P-Shed Comm Rate Foyer Weekend	D	52.73	**580.00**	580.00	0.00	-
P-Shed Comm Rate Kitchen Weekend	D	19.09	**210.00**	210.00	0.00	-
P-Shed Comm Rate Auditorium Week	D	278.18	**3,060.00**	3,060.00	0.00	-
P-Shed Comm Rate Multi Purpose Week	D	134.09	**1,475.00**	1,475.00	0.00	-
P-Shed Comm Rate Studio Daily Week	D	134.09	**1,475.00**	1,475.00	0.00	-
P-Shed Comm Rate Music 123 Week (each room)	D	93.64	**1,030.00**	1,030.00	0.00	-
P-Shed Comm Rate Foyer Week	D	134.09	**1,475.00**	1,475.00	0.00	-
P-Shed Comm Rate Kitchen Weekend	D	41.82	**460.00**	460.00	0.00	-

CITY OF GREATE GEELONG - FEES AND CHARGES SCHEDULE
2022-23 Budget

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Fees & Charges	Basis of Charge	2022-23 GST Amount $	2022-23 Charge $ (incl GST)	2021-22 Charge $ (incl GST)	Movement in price per unit $	Change in Charge %
Potato Shed Facility Hire - Corporate Rate						
P-Shed Corp Rate Auditorium Rehearsal	D	11.82	**130.00**	130.00	0.00	-
P-Shed Corp Rate Auditorium Performance	D	15.27	**168.00**	168.00	0.00	-
P-Shed Corp Rate Multi Purpose	D	7.64	**84.00**	84.00	0.00	-
P-Shed Corp Rate Studio	D	7.64	**84.00**	84.00	0.00	-
P-Shed Corp Rate Music 1	D	5.27	**58.00**	58.00	0.00	-
P-Shed Corp Rate Music 2	D	5.27	**58.00**	58.00	0.00	-
P-Shed Corp Rate Music 3	D	5.27	**58.00**	58.00	0.00	-
P-Shed Corp Rate Foyer	D	9.09	**100.00**	100.00	0.00	-
P-Shed Corp Rate Kitchen	D	4	**44.00**	44.00	0.00	-
P-Shed Corp Rate All Areas	D	37.73	**415.00**	415.00	0.00	-
P-Shed Corp Rate All Areas Daily	D	240.91	**2,650.00**	2,650.00	0.00	-
P-Shed Corp Rate All Areas Weekly	D	778.18	**8,560.00**	8,560.00	0.00	-
P-Shed Corp Rate All Areas Weekend	D	361.36	**3,975.00**	3,975.00	0.00	-
P-Shed Corp Rate Auditorium Daily	D	113.64	**1,250.00**	1,250.00	0.00	-
P-Shed Corp Rate Multi Purpose Daily	D	66.36	**730.00**	730.00	0.00	-
P-Shed Corp Rate Studio Daily	D	66.36	**730.00**	730.00	0.00	-
P-Shed Corp Rate Music 123 Daily (each room)	D	38.18	**420.00**	420.00	0.00	-
P-Shed Corp Rate Foyer Daily	D	63.64	**700.00**	700.00	0.00	-
P-Shed Corp Rate Kitchen Daily	D	20	**220.00**	220.00	0.00	-
P-Shed Corp Rate Auditorium Weekend	D	215.91	**2,375.00**	2,375.00	0.00	-
P-Shed Corp Rate Multi Purpose Weekend	D	110.91	**1,220.00**	1,220.00	0.00	-
P-Shed Corp Rate Studio Weekend	D	110.91	**1,220.00**	1,220.00	0.00	-
P-Shed Corp Rate Music 123 Weekend (each rm)	D	72.73	**800.00**	800.00	0.00	-
P-Shed Corp Rate Foyer Weekend	D	110.91	**1,220.00**	1,220.00	0.00	-
P-Shed Corp Rate Kitchen Weekend	D	34.09	**375.00**	375.00	0.00	-
P-Shed Corp Rate Auditorium Week	D	361.36	**3,975.00**	3,975.00	0.00	-
P-Shed Corp Rate Multi Purpose Week	D	240.91	**2,650.00**	2,650.00	0.00	-
P-Shed Corp Rate Studio Week	D	240.91	**2,650.00**	2,650.00	0.00	-
P-Shed Corp Rate Music 123 Week (each room)	D	152.27	**1,675.00**	1,675.00	0.00	-
Potato Shed Facility Hire - Miscellaneous						
P-Shed Add On Insurance	D	4.27	**47.00**	47.00	0.00	-
P-Shed Call out - Staff	D	8.64	**95.00**	95.00	0.00	-
P-Shed Security Call out	D	9.73	**107.00**	107.00	0.00	-
P-Shed Globe replacement	D	5.91	**65.00**	65.00	0.00	-
P-Shed Pro Rata Sound Performance	D	2.55	**28.00**	28.00	0.00	-
P-Shed Kiosk Charge	D	3.91	**43.00**	43.00	0.00	-
P-Shed Merchandising Fee	D	2.09	**23.00**	23.00	0.00	-
P-Shed Marketing Fee	D	8	**88.00**	88.00	0.00	-
P-Shed Advertising Fee	D	9.27	**102.00**	102.00	0.00	-
P-Shed Postering Fee	D	8.64	**95.00**	95.00	0.00	-
P-Shed Security Loading Fee	D	4.09	**45.00**	45.00	0.00	-
P-Shed Lost Key Fee	D	9.27	**102.00**	102.00	0.00	-
P-Shed Key Re Issue Fee	D	5.91	**65.00**	65.00	0.00	-
P-Shed Ticket Set Up Fee	D	4.36	**48.00**	48.00	0.00	-
Potato Shed Facility Hire - Set Up & Equipment Hire						
P-Shed Pro Rata Lights Performance	D	2.55	**28.00**	28.00	0.00	-
P-Shed Radio Mic w/batteries (each)	D	2.55	**28.00**	28.00	0.00	-
P-Shed Microphone lead set (each)	D	2.55	**28.00**	28.00	0.00	-
P-Shed Projector Screen	D	2.55	**28.00**	28.00	0.00	-
P-Shed Full Projector Screen Set Up	D	8.36	**92.00**	92.00	0.00	-
P-Shed Set up / Pick up / Chairs	D	8.64	**95.00**	95.00	0.00	-
P-Shed Stage Set up / Pack up	D	8.64	**95.00**	95.00	0.00	-
P-Shed Set up / Room	D	7.27	**80.00**	80.00	0.00	-
P-Shed Tech on Call hr (min 3hrs)	D	4.55	**50.00**	50.00	0.00	-
P-Shed Incorrect pack up	D	8.64	**95.00**	95.00	0.00	-
P-Shed Tea Coffee Bisc. per head	D	0.36	**4.00**	4.00	0.00	-
P-Shed Small Room Setup	D	5.45	**60.00**	60.00	0.00	-
P-Shed Theatre Set Up	D	13.18	**145.00**	145.00	0.00	-
P-Shed Chair Set Up	D	8.64	**95.00**	95.00	0.00	-
P-Shed Lectern Mic	D	3.82	**42.00**	42.00	0.00	-
P-Shed Data Projector and Remote Screen Per Hour	D	3	**33.00**	33.00	0.00	-
P-Shed LED Parcan	D	1.36	**15.00**	15.00	0.00	-
P-Shed ProSTAGE	D	3.64	**40.00**	40.00	0.00	-
P-Shed ProSTAGE Rail 1M	D	1.82	**20.00**	20.00	0.00	-
P-Shed ProSTAGE Rail 2M	D	2.27	**25.00**	25.00	0.00	-
P-Shed Crowd Barrier	D	2	**22.00**	22.00	0.00	-
P-Shed EWP	D	5.27	**58.00**	58.00	0.00	-
P-Shed Badge Machine	D	2.55	**28.00**	28.00	0.00	-
P-Shed Badge Parts	D	0.18	**2.00**	2.00	0.00	-
Seating Bank Dismantle	D	31.36	**345.00**	345.00	0.00	-
Seating Bank Reinstall	D	31.36	**345.00**	345.00	0.00	-

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Potato Shed General Admission						
P-Shed General Admission Exempt GST	D	0	**110,000.00**	110,000.00	0.00	-
P-Shed General Admission Taxable	D	2818.18	**31,000.00**	31,000.00	0.00	-
P-Shed Activity Fee	D	0.11	**1.25**	1.25	0.00	-
Pre-Application Advice						
Pre-Application Advice - Type 1	D	13.64	**150.00**	150.00	0.00	-
Pre-Application Advice - Type 2	D	18.18	**200.00**	200.00	0.00	-
Pre-Application Advice - Type 3	D	22.73	**250.00**	250.00	0.00	-
Pre-Application Advice - Type 4	D	45.45	**500.00**	500.00	0.00	-
Seconday Consents						
Secondary Consents - General	D	0	**500.00**	450.00	50.00	11.1%
Secondary Consents - VicSmart	D	0	**100.00**	100.00	0.00	-
Strategic Implementation						
Planning Scheme Amendment - Adoption Fee	A	0	**496.90**	488.50	8.40	1.7%
Planning Scheme Amendment - Application Fee	A	0	**3,149.70**	3,096.20	53.50	1.7%
Planning Scheme Amendment - Consideration of Submission Fee - 11 to 20 submissions	A	0	**31,191.60**	30,661.20	530.40	1.7%
Planning Scheme Amendment - Consideration of Submission Fee - 20 or more submissions	A	0	**41,695.80**	40,986.80	709.00	1.7%
Planning Scheme Amendment - Consideration of Submission Fee (minimum fee up to 10 submissions)	A	0	**15,611.10**	15,345.60	265.50	1.7%
Subdivision Certificates						
Alter plan prior to Certification	A	0	**114.70**	112.70	2.00	1.8%
Certification Fee - Plan of Subdivision	A	0	**180.40**	177.40	3.00	1.7%
Certification Fee - Procedural Plan	A	0	**180.40**	177.40	3.00	1.7%
Recertification	A	0	**145.25**	142.80	2.45	1.7%
City Services						
Botanics						
Fire Prevention - 2nd Notice	D	0	**245.00**	241.00	4.00	1.7%
Subd Property Information Fees	A	0	**190.00**	185.00	5.00	2.7%
Childrens Program	D	0.94	**10.30**	10.30	0.00	-
Booked Program - 90 mins	D	0.56	**6.15**	6.15	0.00	-
Booked Program < 20 students	D	1.03	**11.30**	11.30	0.00	-
Events	D	26.82	**295.00**	295.00	0.00	-
Visitor Facilities hire - 2 hours	D	16.82	**185.00**	185.00	0.00	-
Visitor Facilities hire - half day	D	26.82	**295.00**	295.00	0.00	-
Visitor Facilities - full day	D	53.64	**590.00**	590.00	0.00	-
Annual Agreement	D	13.27	**146.00**	146.00	0.00	-
Annual Agreement - Friends	D	1.36	**15.00**	14.40	0.60	4.2%
Annual Agreement - ad hoc	D	1.31	**14.40**	14.40	0.00	-
Weekdays - full day	D	12.91	**142.00**	142.00	0.00	-
Weekdays - half day	D	6.55	**72.00**	72.00	0.00	-
Booked Program - 60 mins	D	0.47	**5.15**	5.15	0.00	-
Abandoned Vehicles						
Abandoned Vehicles - Impound Release Fee - Motor Cycles	D	0	**355.00**	355.00	0.00	-
Abonded Vehicles - Impound Release Fee - Vehicles	D	0	**233.00**	233.00	0.00	-
Alfresco Dining Fees & Permits						
A Frame Advertising Sign occupying footpath (can only be placed in a 0-60km/h speed zone)	D	0	**203.00**	203.00	0.00	-
Alfresco Dining Application Fee	D	0	**85.00**	85.00	0.00	-
Alfresco Dining Chair Fee (Central Activity Area) - per chair	D	0	**39.00**	39.00	0.00	-
Alfresco Dining Chair Fee (Non Central Activity Area) - per chair	D	0	**33.00**	33.00	0.00	-
Alfresco Dining Fixed Furniture Fee - per m2	D	0	**88.00**	88.00	0.00	-
Alfresco Dining Transfer Fee	D	0	**85.00**	85.00	0.00	-
Goods for Sale occupying footpath (annually)	D	0	**212.00**	212.00	0.00	-
Animal Impound & Release Fees						
Impound Release fees - Livestock (per animal)	D	0	**90.00**	88.00	2.00	2.3%
Labour & Vehicle Charge - Impounded Livestock - all days other than Sunday (per animal)	D	0	**105.00**	100.00	5.00	5.0%
Labour & Vehicle Charge - Impounded Livestock - Sundays (per animal)	D	0	**125.00**	119.00	6.00	5.0%
Returned Animal to Owner (dogs and cats)	D	0	**34.50**	34.50	0.00	-
Sustenance Charge - larger than sheep (per day, per animal)	D	0	**22.00**	19.00	3.00	15.8%
Sustenance Charge - sheep or smaller (per day, per animal)	D	0	**20.00**	19.00	1.00	5.3%
Animal Registration Fees - Cat (Special Conditions)						
Cat Breeder	D	0	**53.00**	51.90	1.10	2.1%
Member Association - Cat	D	0	**53.00**	51.90	1.10	2.1%
Pensioner Cat Breeder	D	0	**26.00**	25.90	0.10	0.4%
Pensioner Member Association - Cat	D	0	**26.00**	25.90	0.10	0.4%

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Animal Registration Fees - Cat (Standard)						
Cat Over 10	D	0	**53.00**	51.90	1.10	2.1%
Cat over 10 years desexed	D	0	**52.00**	51.00	1.00	2.0%
Cat over 10 years desexed pensioner	D	0	**26.00**	26.00	0.00	-
Cat Regisration Pensioner Fee - Full Fee	D	0	**76.00**	75.00	1.00	1.3%
Cat Registration Fee - Full Fee	D	0	**152.00**	149.00	3.00	2.0%
Desexed and Microchipped Cat	D	0	**34.00**	33.60	0.40	1.2%
Desexed Cat	D	0	**53.00**	51.90	1.10	2.1%
Microchipped Cat	D	0	**60.00**	58.80	1.20	2.0%
Pensioner Cat Over 10	D	0	**26.00**	25.90	0.10	0.4%
Pensioner Desexed and M/Chipped Cat	D	0	**17.00**	16.80	0.20	1.2%
Pensioner Desexed Cat	D	0	**26.00**	25.90	0.10	0.4%
Pensioner Microchipped Cat	D	0	**30.00**	29.40	0.60	2.0%
Animal Registration Fees - Dog (Special Conditions)						
Dangerous Dog (Guard Dog)	D	0	**202.00**	198.70	3.30	1.7%
Dog Breeder	D	0	**70.00**	69.00	1.00	1.4%
Dog Registration - Dangerous Dog (Residential)	D	0	**280.00**	275.40	4.60	1.7%
Dog Registration - Menacing Dog	D	0	**230.00**	226.30	3.70	1.6%
Dog Registration - Restricted Breed	D	0	**280.00**	275.40	4.60	1.7%
Member Canine Association	D	0	**70.00**	69.00	1.00	1.4%
Obedience Trained Dog	D	0	**70.00**	68.70	1.30	1.9%
Pensioner Dog Breeder	D	0	**35.00**	34.00	1.00	2.9%
Pensioner Member Canine Association	D	0	**35.00**	34.40	0.60	1.7%
Pensioner Obedience Trained Dog	D	0	**35.00**	34.40	0.60	1.7%
Pensioner Working Dog	D	0	**35.00**	34.00	1.00	2.9%
Working Dog	D	0	**70.00**	69.00	1.00	1.4%
Animal Registration Fees - Dog (Standard)						
Desexed and Mircochipped Dog	D	0	**45.00**	43.80	1.20	2.7%
Desexed Dog	D	0	**63.00**	61.70	1.30	2.1%
Dog Over 10 (entire)	D	0	**70.00**	69.00	1.00	1.4%
Dog over 10 years desexed	D	0	**62.00**	61.00	1.00	1.6%
Dog over 10 years desexed pensioner	D	0	**31.00**	30.00	1.00	3.3%
Dog Pensioner Fee - Full Fee	D	0	**99.50**	98.00	1.50	1.5%
Dog Registration - Full Fee	D	0	**199.00**	196.00	3.00	1.5%
Microchipped Dog (entire)	D	0	**202.00**	198.70	3.30	1.7%
Microchipped Dog (pre 2013)	D	0	**70.00**	69.00	1.00	1.4%
Microchipped Dog Pensioner (pre 2013)	D	0	**35.00**	34.00	1.00	2.9%
Pensioner Desexed and Microchipped Dog	D	0	**22.00**	21.90	0.10	0.5%
Pensioner Desexed Dog	D	0	**31.00**	30.80	0.20	0.6%
Pensioner Dog Over 10	D	0	**35.00**	34.00	1.00	2.9%
Pensioner Microchipped Dog (entire)	D	0	**101.00**	99.30	1.70	1.7%
Animal Registration Information Fees						
Public printing of Animal registration record cost per record	D	0	**11.00**	11.00	0.00	-
Viewing of CoGG animal registration database	D	0	**28.00**	28.00	0.00	-
Animal Registrations - Misc Permits						
Ad-Hoc Inspections of Domestic Animal Business, Multiple Animal Permits or Declared Dogs	D	0	**109.00**	109.00	0.00	-
Domestic Animal Business Registration - annualy, per business application	D	0	**240.00**	237.00	3.00	1.3%
Multiple Animal Permit - New Application	D	0	**152.50**	150.00	2.50	1.7%
Multiple Animal Permit - Renewal (no change in permit conditions & no inspeciton required)	D	0	**42.50**	42.00	0.50	1.2%
Animals at Large/Prohbited						
Cat at large	A	0	**92.00**	91.00	1.00	1.1%
Contravening Council Order	A	0	**185.00**	182.00	3.00	1.6%
Dog at large day time	A	0	**277.00**	273.00	4.00	1.5%
Dog at large night time	A	0	**370.00**	363.00	7.00	1.9%
Non serious injury by non dangerous dog	A	0	**462.00**	454.00	8.00	1.8%
Casual Parking						
Reserve Car Park Space - Metered	D	4.18	**46.00**	46.00	0.00	-
Reserve Car Park Space - unmetered	D	2.27	**25.00**	25.00	0.00	-
Reserved Car Parking Spaces (Long Term) Non- Metered	D	1.91	**21.00**	21.00	0.00	-
Reserved Car Parking Spaces (Long Term) Metered	D	3.36	**37.00**	37.00	0.00	-
3P capped parking fee	D	0.6	**6.60**	6.50	0.10	1.5%
4P capped parking fee	D	0.6	**6.60**	6.50	0.10	1.5%
All day capped fee (low occ area)	D	0.6	**6.60**	6.50	0.10	1.5%
Casual Parking - Civic Centre	D	0.3	**3.25**	3.20	0.05	1.6%
Casual Parking - On-Street Parking	D	0.3	**3.25**	3.20	0.05	1.6%
Casual Parking - Wesley	D	0.3	**3.25**	3.20	0.05	1.6%
Haymarket - All Day Parking	D	1.26	**13.90**	13.70	0.20	1.5%

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Development Planning						
Subd Building Site Access Permit	D	0	**155.00**	153.00	2.00	1.3%
Additional Inspection Fee	D	0	**60.00**		60.00	-
Subd Road Opening Permit	D	0	**160.00**	158.00	2.00	1.3%
Subd Vehicle Xing Permits (Stand)	D	0	**220.00**	215.00	5.00	2.3%
Failure to Register Animals						
Failure to apply to register	A	0	**370.00**	363.00	7.00	1.9%
Failure to renew cat or dog registration	A	0	**370.00**	363.00	7.00	1.9%
Fire prevention						
Fire Prevention Penalty Notice	A	0	**1,650.00**	1,650.00	0.00	-
Failing To Comply With A Notice To Comply	L	0	**500.00**	500.00	0.00	-
Food Premises Fees						
Food Premises - Admin Changes including reissuing documentation	D	0	**50.00**	56.00	(6.00)	(10.7%)
Food Premises - Class 1 - base rate, includes aged care; rehab centres and hospitals with limited meals	D	0	**630.00**	621.00	9.00	1.4%
Food Premises - Class 1 - child care facility	D	0	**630.00**	588.00	42.00	7.1%
Food Premises - Class 1 - day programs with limited meal services (off-site food production)	D	0	**315.00**	310.00	5.00	1.6%
Food Premises - Class 1 - hospitals, manufacturing kitchens	D	0	**945.00**	931.00	14.00	1.5%
Food Premises - Class 2 - Charity/NFP/service clubs/community group & sporting clubs (with bar) - small/seasonal	D	0	**288.00**	284.00	4.00	1.4%
Food Premises - Class 2 - multiple kitchens	D	0	**966.00**	952.00	14.00	1.5%
Food Premises - Class 2 - base rate. Includes cafes/restaurants, bakeries, caterers, green grocers, mobile food vehicles, home occupations (PHF/meals/catering), supermarkets (small/medium), large clubs/RSL (i.e. with restaurant), school canteens (i.e. trade 4-5 days week with PHF produced onsite, or secondary school) - commerical or school-run.	D	0	**597.00**	588.00	9.00	1.5%
Food Premises - Class 2 - Charity/NFP/service clubs/community group & sporting clubs (without bar) - small/seasonal - or their mobile vehicles/temporary premises; school-run before & after school care or canteen (minimal food preparation)	D	0	**149.00**	147.00	2.00	1.4%
Food Premises - Class 2 - food factories, manufacturing kitchens	D	0	**682.00**	672.00	10.00	1.5%
Food Premises - Class 2 - small scale/occasional operations. Includes home occupations, accommodation/B&B (meals to guests only), low-risk & small-scale manufacturer, before & after school care (not school-run), school canteens (operate up-to 3 days/week, PHF produced onsite) - commerical or school run.	D	0	**288.00**	284.00	4.00	1.4%
Food Premises - Class 2 - supermarket (large/multiple production areas)	D	0	**1,545.00**	1,522.00	23.00	1.5%
Food Premises - Class 2 - temporary or mobile premises - less than 12 events	D	0	**597.00**	588.00	9.00	1.5%
Food Premises - Class 2/3 - additional registration for off-site trading (temporary premises associated with registered fixed premises)	D	0	**68.00**	67.00	1.00	1.5%
Food Premises - Class 2/3 - senior citizen groups	D	0	**73.00**		73.00	-
Food Premises - Class 2/3 - Vending Machines	D	0	**73.00**	72.00	1.00	1.4%
Food Premises - Class 3 and 3A - accommodation meals/B&B (with PHW Act registration)	D	0	**149.00**	139.00	10.00	7.2%
Food Premises - Class 3 - bakery, large convenience store/supermarket, large food/drink manufacturer (including brewery/ distillery/winery)	D	0	**597.00**	-	597.00	-
Food Premises - Class 3 - base rate. Includes accommodation/B&B meals (without PHW registration), mobile & temporary premises, home-based businesses, green-grocers, before & after school care or canteen (not school-run), wholesalers/distributors	D	0	**288.00**	-	288.00	-
Food Premises - Class 3 - Charity/NFP/Church Community Meals/Senion Citizens Groups & Temporary Food	D	0	**73.00**	72.00	1.00	1.4%
Food Premises - Class 3 - Charity/NFP/service clubs/community group & sporting clubs (with or without bar) or their mobile vehicles/temporary premises; meals-on-wheels services; school-run before & after school care or canteen.	D	0	**149.00**	-	149.00	-
Food Premises - Class 3 - temporary or mobile premises - less than 12 events	D	0	**288.00**	284.00	4.00	1.4%
Food Premises - Class 3A - base rate, includes accommodation meals (without PHW registration), home-based businesses.	D	0	**288.00**	-	288.00	-
Food Premises - Fast Track Fee - Application or Inspection; additional inspection fee	D	0	**262.00**	258.00	4.00	1.6%
Food Premises - Fines & Infringements - per unit (failure to register, non-compliance)	A	0	**184.92**	181.74	3.18	1.7%
Food Premises - Initial Registration + 50% of base fee	D	0			0.00	-
Food Premises Rating (CS/Major Non-Compliance) Performance Fee	D	0	**184.00**	181.00	3.00	1.7%
Food Premises Rating (D-F/Critical Non-Compliance) Performance Fee	D	0	**309.00**	304.00	5.00	1.6%
GAWS Animal Release Fees						
Release Fees (Cats)	D	0	**85.00**	83.00	2.00	2.4%
Release Fees (Dogs)	D	0	**85.00**	83.00	2.00	2.4%
Infrastructure Planning						
Subd Property Information Fees - all information	A	0	**190.00**	185.00	5.00	2.7%
Subd Property Information Fees - basic	A	0	**145.00**	140.00	5.00	3.6%
Local Laws Infringements						
Infringement - 0.5 penalty unit	L	0	**50.00**	50.00	0.00	-
Infringement - 1 penalty unit (1)	A	0	**100.00**	100.00	0.00	-

CITY OF GREATE GEELONG - FEES AND CHARGES SCHEDULE
2022-23 Budget

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

Fees & Charges	Basis of Charge	2022-23 GST Amount $	2022-23 Charge $ (incl GST)	2021-22 Charge $ (incl GST)	Movement in price per unit $	Change in Charge %
Infringement - 1 penalty unit (2)	A	0	**148.00**	148.00	0.00	-
Infringement - 2 penalty units	L	0	**200.00**	200.00	0.00	-
Infringement - 3 penalty units	A	0	**300.00**	300.00	0.00	-
Infringement - 5 penalty units	A	0	**500.00**	500.00	0.00	-
Local Laws Permits & Inspections						
Local Law Inspection under Neighbourhood Amenity Local Law	D	0	**111.00**	111.00	0.00	-
Local Law Permit Application under Neighbourhood Amenity Local Law	D	0	**28.00**	28.00	0.00	-
Onsite Waste Water Management Permits						
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	0	**93.57**	91.96	1.61	1.8%
Construct, install or alter OWMS (regulation 196(1)(b),(2)) (minimum fee before 8.2 hours)	A	0	**747.37**	734.65	12.72	1.7%
Copies of Septic Tank Plans	D	0	**110.00**	108.00	2.00	1.9%
Exemption (regulation 199) - minimum fee	A	0	**224.30**	220.49	3.81	1.7%
Exemption (regulation 199) (hourly rate after 2.6 hours up to a maximum $909.50)	A	0	**90.82**	89.28	1.54	1.7%
Minor alteration to OWMS (regulation 196(1)(a),(3))	A	0	**568.26**	559.86	8.40	1.5%
Septic Tank Additional inspection fee	D	0	**178.00**	175.00	3.00	1.7%
Septic Tank Fast Track fee	D	0	**236.00**	233.00	3.00	1.3%
Septic Tank Permit Minor Administrative Changes	D	0	**50.00**	43.00	7.00	16.3%
Septic Tank Permits (Alterations)	D	0	**267.00**	263.00	4.00	1.5%
Septic Tank Permits (Installation)	D	0	**545.00**	527.00	18.00	3.4%
Septic Tank Re-Issue Expired Permit or Major Administrative Changes	D	0	**110.00**	108.00	2.00	1.9%
Transfer a permit (regulation 197)	A	0	**151.82**	149.20	2.62	1.8%
Amend a permit (regulation 198)	A	0	**158.71**	156.00	2.71	1.7%
Renew a permit (regulation 200)	A	0	**127.05**	124.90	2.15	1.7%
Parking Infringements						
Parking Fine - High Range: No Standing Area, Disabled Bays	A	0	**185.00**	182.00	3.00	1.6%
Parking Fine - Low Range: Overstay, Fail to Pay	A	0	**92.00**	91.00	1.00	1.1%
Parking Fine - Mid Range: Taxi Zone, Footpath, Driveway	A	0	**111.00**	109.00	2.00	1.8%
Parking Permits						
Busport - Reserved Permit Parking	D	321.82	**3,540.00**	3,480.00	60.00	1.7%
Busport - Unreserved Permit Parking	D	252.27	**2,775.00**	2,730.00	45.00	1.6%
Civic Centre - Reserved Permit Parking	D	321.82	**3,540.00**	3,480.00	60.00	1.7%
Civic Centre - Unreserved Permit Parking	D	252.27	**2,775.00**	2,730.00	45.00	1.6%
Haymarket - Unreserved Parking Permit	D	252.27	**2,775.00**	2,730.00	45.00	1.6%
Little Ryrie St - Unreserved Parking Permit	D	252.27	**2,775.00**	2,730.00	45.00	1.6%
Mobile Business Parking Permit	D	32.73	**360.00**	360.00	0.00	-
Mobile Courier Parking Permit	D	10.91	**120.00**	120.00	0.00	-
Private Car Park Agreement Permits	D	0	**23.00**	23.00	0.00	-
Replacement Parking Permit	D	1.82	**20.00**	18.00	2.00	11.1%
Replacement swipe permit pass	D	0	**25.00**	25.00	0.00	-
Wesley - Unreserved Permit Parking	D	252.27	**2,775.00**	2,730.00	45.00	1.6%
Western Beach - Unreserved Permit Parking	D	241.36	**2,655.00**	2,610.00	45.00	1.7%
Public Health & Wellbeing infringements						
Public Health & Wellbeing infringements (4 penalty unit infringement)	A	0	**737.90**	727.00	10.90	1.5%
Public Health Premises						
Health Premises - Admin Changes including reissuing documentation	D	0	**50.00**	43.00	7.00	16.3%
Health Premises - low risk - once off registration	D	0	**339.00**	334.00	5.00	1.5%
Health Premises - medium/high risk - annual registration	D	0	**339.00**	334.00	5.00	1.5%
Health Premises Existing Registration Consultancy Fee - Alteration	D	0	**200.00**	201.00	(1.00)	(0.5%)
Health Premises Initial Registration Consultancy Fee	D	0	**252.00**	248.00	4.00	1.6%
Health Premises Rating (D-F) Performance Fee	D	0	**79.00**	78.00	1.00	1.3%
Health Premises Transfer of Registration	D	0	**204.00**	201.00	3.00	1.5%
Health Prescribed Accommodation - (51-80 people)	D	0	**395.00**	389.00	6.00	1.5%
Health Prescribed Accommodation - (6-50 people)	D	0	**315.00**	310.00	5.00	1.6%
Health Prescribed Accommodation - (80 + people)	D	0	**489.00**	482.00	7.00	1.5%
Street and Parks Trees						
Tree Planting and Establishment	D	40	**440.00**	440.00	0.00	-
Use & Occupying Public Space						
Application Fee Roadside Trading (non-refundable)	D	0	**91.00**	91.00	0.00	-
Bulk Rubbish Container - Accredited (monthly)	D	0	**46.00**	46.00	0.00	-
Busking, Spruiking & Pavement Art Fees (monthly)	D	0	**20.00**	20.00	0.00	-
Real Estate agent portable signs occupying footpath (annually) - per application	D	0	**129.00**	129.00	0.00	-
Roadside Trading Permit (annually)	D	0	**223.00**	223.00	0.00	-
Street Occupation per day (no building permit)	D	3.18	**35.00**	35.00	0.00	-
Transfer of A Frame Advertising Sign occupying footpath (annually)	D	0	**93.00**	93.00	0.00	-
Transfer of Goods for Sale occupying footpath (annually)	D	0	**93.00**	93.00	0.00	-

CITY OF GREATE GEELONG - FEES AND CHARGES SCHEDULE
2022-23 Budget

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Fees & Charges	Basis of Charge	2022-23 GST Amount $	2022-23 Charge $ (incl GST)	2021-22 Charge $ (incl GST)	Movement in price per unit $	Change in Charge %
Waste Collection Services						
0107 - Other Recycling service	D	19.57	**215.25**	205.00	10.25	5.0%
Green Waste Service	D	13.91	**153.00**	148.60	4.40	3.0%
1 bin weekly	D	50.82	**559.00**	494.00	65.00	13.2%
Extra bins	D	47.27	**520.00**	429.00	91.00	21.2%
Waste Car Boot	D	2.95	**32.50**	29.00	3.50	12.1%
Waste Utilities Vans Single Axle trailers	D	5.82	**64.00**	57.00	7.00	12.3%
Waste Single axle trailers (heaped) min	D	7.77	**85.50**	76.00	9.50	12.5%
Waste Tandem Trailers (waterline)	D	7.77	**85.50**	76.00	9.50	12.5%
Waste Tandem Trailers (heaped) min	D	15.55	**171.00**	152.00	19.00	12.5%
Waste Car tyres up to 1M diameter each	D	0.91	**10.00**	10.00	0.00	-
Waste Car tyres on rims	D	1	**11.00**	11.00	0.00	-
Waste Truck Tyres	D	3.09	**34.00**	34.00	0.00	-
Waste Concrete/Build-Build rubble/concrete	D	17.23	**189.50**	141.00	48.50	34.4%
Pres Waste Mattresses	D	2.32	**25.50**	25.00	0.50	2.0%
Metreage	D	7.77	**85.50**	76.00	9.50	12.5%
Single Axle Caged Trailer	D	11.64	**128.00**	114.00	14.00	12.3%
Single Axle Caged Heaped Trailer	D	15.55	**171.00**	152.00	19.00	12.5%
Tandem Caged Trailer	D	23.32	**256.50**	228.00	28.50	12.5%
Tandem Caged Heaped Trailer	D	31.09	**342.00**	304.00	38.00	12.5%
Waste Disposal Services						
Fire Extinguishers	D	0.59	**6.50**	-	6.50	-
Solar Panels	D	2.5	**27.50**	-	27.50	-
Drys Waste Car Boot	D	2.95	**32.50**	29.00	3.50	12.1%
Drys Waste Utilities Vans Single Axle trailers	D	5.82	**64.00**	57.00	7.00	12.3%
Drys Waste Single axle trailers (heaped) min	D	7.77	**85.50**	76.00	9.50	12.5%
Drys Waste Tandem Trailers (waterline)	D	7.77	**85.50**	76.00	9.50	12.5%
Drys Waste Tandem Trailers (heaped) min	D	15.55	**171.00**	152.00	19.00	12.5%
Waste Car tyres up to 1M diameter each	D	0.91	**10.00**	10.00	0.00	-
Waste Car tyres on rims	D	1	**11.00**	11.00	0.00	-
Waste Truck Tyres	D	3.09	**34.00**	34.00	0.00	-
Waste Concrete/Build-Build rubble/concrete	D	17.23	**189.50**	165.90	23.60	14.2%
Pres Waste Animal Carcass (single)	D	6.82	**75.00**	66.50	8.50	12.8%
Pres Waste Animal Carcass (multiple)	D	20.05	**220.58**	196.00	24.58	12.5%
Pres Waste Fish waste	D	25.65	**282.20**	256.30	25.90	10.1%
Pres Waste Scallop Shell	D	25.65	**282.20**	256.30	25.90	10.1%
Pres Waste Poultry	D	25.65	**282.20**	256.30	25.90	10.1%
Pres Waste Industrial Waste	D	20.05	**220.58**	196.00	24.58	12.5%
Pres Waste Clean Fill	D	12.79	**140.70**	116.50	24.20	20.8%
Pres Waste Greenwaste (clean)	D	18.73	**206.00**	182.00	24.00	13.2%
Pres Waste Seaweed	D	17.8	**195.80**	172.00	23.80	13.8%
Pres Waste Mattresses	D	2.32	**25.50**	25.00	0.50	2.0%
Metreage	D	7.77	**85.50**	76.00	9.50	12.5%
Single Axle Caged Trailer	D	11.64	**128.00**	114.00	14.00	12.3%
Single Axle Caged Heaped Trailer	D	15.55	**171.00**	152.00	19.00	12.5%
Tandem Caged Trailer	D	23.32	**256.50**	228.00	28.50	12.5%
Tandem Caged Heaped Trailer	D	31.09	**342.00**	304.00	38.00	12.5%
Works Maintenance - Program Works						
Up to 10m2 Asphalt path	D	0	**226.40**	222.00	4.40	2.0%
Up to 10m2 Concrete Path - 75mm	D	0	**220.30**	216.00	4.30	2.0%
Up to 10m2 Concrete Path - 125mm	D	0	**235.60**	231.00	4.60	2.0%
Up to 10m2 Concrete Kerb	D	0	**233.60**	229.00	4.60	2.0%
Up to 50m2 Asphalt path	D	0	**152.00**	149.00	3.00	2.0%
Up to 50m2 Concrete Path - 75mm	D	0	**213.20**	209.00	4.20	2.0%
Up to 50m2 Concrete Path - 125mm	D	0	**232.60**	228.00	4.60	2.0%
Up to 50m2 Concrete Kerb	D	0	**233.60**	229.00	4.60	2.0%
> than 50m2 Asphalt path	D	0	**121.40**	119.00	2.40	2.0%
> than 50m2 Concrete Path - 75mm	D	0	**208.10**	204.00	4.10	2.0%
> than 50m2 Concrete Path - 125mm	D	0	**223.40**	219.00	4.40	2.0%
> than 50m2 Concrete Kerb	D	0	**234.60**	230.00	4.60	2.0%
Up to 10m2 Bitumen Rd	D	0	**226.40**	222.00	4.40	2.0%
Up to 50m2 Bitumen Rd	D	0	**152.00**	149.00	3.00	2.0%
> than 50m2 Bitumen Rd	D	0	**121.40**	119.00	2.40	2.0%
Up to 10m2 Concrete Path - 150mm Industrial	D	0	**242.80**	238.00	4.80	2.0%
Up to 50m2 Concrete Path - 150mm Industrial	D	0	**239.70**	235.00	4.70	2.0%
> 50m2 Concrete Path - 150mm Industrial	D	0	**230.50**	226.00	4.50	2.0%
Community Life						
Agencies						
Home, Personal and Respite Care Agency - Evening / Saturday	D	8.08	**88.90**	86.30	2.60	3.0%
Home, Personal and Respite Care Agency - Normal	D	6.22	**68.40**	66.40	2.00	3.0%

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Fees & Charges	Basis of Charge	2022-23 GST Amount $	2022-23 Charge $ (incl GST)	2021-22 Charge $ (incl GST)	Movement in price per unit $	Change in Charge %
Home, Personal and Respite Care Agency - Public Holiday	D	11.8	**129.80**	126.00	3.80	3.0%
Home, Personal and Respite Care Agency - Sunday	D	9.95	**109.40**	106.20	3.20	3.0%
Arena						
Arena - Annex Hire - Basketball per court per hour - after 5pm	D	3.77	**41.50**	39.50	2.00	5.1%
Arena - Annex Hire - Basketball per court per hour - all other times	D	3.01	**33.15**	32.50	0.65	2.0%
Arena - Annex Hire - Casual Shoot Around per person	D	0.37	**4.10**	4.00	0.10	2.5%
Arena - Annex Hire - Commercial Use - per day	D	479.09	**5,270.00**	5,100.00	170.00	3.3%
Arena - Annex Hire - Community Group	D	287.45	**3,162.00**	3,100.00	62.00	2.0%
Arena - Annex Hire - School Tournament Days 3 courts - per hour	D	2.41	**26.50**	26.00	0.50	1.9%
Arena - Auditorium Hire - Basketball court per hour	D	0	-	90.00	(90.00)	(100.0%)
Arena - Auditorium Hire - Basketball court per hour - community	D	0	-	56.00	(56.00)	(100.0%)
Arena - Auditorium Hire - Commercial Use per day	D	479.09	**5,270.00**	5,100.00	170.00	3.3%
Arena - Auditorium Hire - Community Group per day	D	287.45	**3,162.00**	3,100.00	62.00	2.0%
Arena - Auditorium Hire - Promoter Rate (concerts only)	D	0	-	6,300.00	(6,300.00)	(100.0%)
Arena - Auditorium Hire - School Tournaments - must be booked with Annex	D	0	-	255.00	(255.00)	(100.0%)
Arena - Back Stage - Back Stage break out rooms - all three	D	0	-	55.00	(55.00)	(100.0%)
Arena - Back Stage - Back Stage open space	D	0	-	95.00	(95.00)	(100.0%)
Arena - Board Room/Meeting Room - Community Groups per hour	D	0	-	28.00	(28.00)	(100.0%)
Arena - Board Room/Meeting Room - Council Depts per day	D	0	-	127.50	(127.50)	(100.0%)
Arena - Board Room/Meeting Room - Private/Commercial Group per day - room only	D	0	-	112.50	(112.50)	(100.0%)
Arena - Board Room/Meeting Room - Private/Commercial per day - inc projector	D	0	-	189.00	(189.00)	(100.0%)
Arena - Contractors - Cleaners	D	5.91	**65.00**	63.50	1.50	2.4%
Arena - Contractors - First Aid - Commercial	D	4.99	**54.85**	53.50	1.35	2.5%
Arena - Contractors - First Aid - Community	D	4.99	**54.85**	53.50	1.35	2.5%
Arena - Contractors - House Technician	D	6.41	**70.50**	69.00	1.50	2.2%
Arena - Contractors - Road Crew	D	6.41	**70.50**	69.00	1.50	2.2%
Arena - Contractors - Security	D	4.99	**54.85**	53.50	1.35	2.5%
Arena - Contractors - Trades - Rigger, electrician, plumber, etc	D	12.64	**139.00**	133.25	5.75	4.3%
Arena - Fire Isolation (min 4 hrs) - Fire Services After Hours 7pm to 7am	D	70.45	**775.00**	755.00	20.00	2.6%
Arena - Fire Isolation (min 4 hrs) - Fire Services Daytime 7am to 5pm	D	26.82	**295.00**	285.00	10.00	3.5%
Arena - Function Room - Community Groups per hour	D	2.59	**28.50**	28.00	0.50	1.8%
Arena - Function Room - Council Depts per day	D	11.82	**130.00**	127.50	2.50	2.0%
Arena - Function Room - Private/Commercial Group per hour	D	2.59	**28.50**	28.00	0.50	1.8%
Arena - Function Room - Staff member hire per hour	D	2.59	**28.50**	28.00	0.50	1.8%
Arena - Kitchen - Private/Commercial Group per day	D	0	-	275.50	(275.50)	(100.0%)
Arena - Labour Crew - Box Office Attendant	D	4.95	**54.50**	53.50	1.00	1.9%
Arena - Labour Crew - Chief Fire Warden	D	6.64	**73.00**	71.50	1.50	2.1%
Arena - Labour Crew - Event Supervisor	D	5.91	**65.00**	63.50	1.50	2.4%
Arena - Labour Crew - FOH Supervisor	D	5.91	**65.00**	63.50	1.50	2.4%
Arena - Labour Crew - Labour Crew	D	4.95	**54.50**	53.50	1.00	1.9%
Arena - Labour Crew - Safety Officer	D	6.64	**73.00**	71.50	1.50	2.1%
Arena - Labour Crew - Ticket Checker/Usher	D	4.95	**54.50**	53.50	1.00	1.9%
Arena - Options - Projector per day	D	0	-	76.50	(76.50)	(100.0%)
Arena - Options - Tea/Coffee per person	D	0.41	**4.50**	4.45	0.05	1.1%
Arena - Public Holiday Rates - Box Office Attendant	D	8.59	**94.50**	92.20	2.30	2.5%
Arena - Public Holiday Rates - Chief Fire Warden	D	13.59	**149.50**	146.00	3.50	2.4%
Arena - Public Holiday Rates - Event Supervisor	D	11.64	**128.00**	125.00	3.00	2.4%
Arena - Public Holiday Rates - FOH Supervisor	D	10	**110.00**	107.50	2.50	2.3%
Arena - Public Holiday Rates - Labour Crew	D	8.59	**94.50**	92.20	2.30	2.5%
Arena - Public Holiday Rates - Safety Officer	D	13.59	**149.50**	146.00	3.50	2.4%
Arena - Public Holiday Rates - Ticket Checker/Usher	D	8.59	**94.50**	92.20	2.30	2.5%
Arena - Services - Catering fee per person	D	0.09	**1.00**	1.00	0.00	-
Arena - Services - Linen - table cloths each	D	1.7	**18.75**	18.25	0.50	2.7%
Arena - Services - Sanitary bins - per bin	D	0	-	13.00	(13.00)	(100.0%)
Arena - Services - Two way radio	D	1.77	**19.50**	19.00	0.50	2.6%
Arena - Venue Bump In/Out Day - Events	D	71.86	**790.50**	775.00	15.50	2.0%
Commonwealth Home Support Program						
Personal Care	D	0	**9.70**	9.40	0.30	3.2%
Personal Care - Medium	D	0	**24.20**	23.60	0.60	2.5%
Personal Care - High	D	0	**67.90**	66.20	1.70	2.6%
Home Care - Low	D	0	**9.70**	9.40	0.30	3.2%
Home Care - Medium	D	0	**24.20**	23.60	0.60	2.5%
Home Care - High	D	0	**67.90**	66.20	1.70	2.6%
Respite - Medium	D	0	**24.20**	23.60	0.60	2.5%
Respite - High	D	0	**67.90**	66.20	1.70	2.6%
Respite Care over 18	D	0	**9.70**	9.40	0.30	3.2%
Community and Recreation						
Casual Hire Summer - Community 1 Oval - Commercial Rate	D	89	**979.00**	937.00	42.00	4.5%
Casual Hire Summer - Community 1 Oval - Community Rate	D	29.64	**326.00**	312.00	14.00	4.5%
Casual Hire Summer - Community 1 Pitch - Commercial Rate	D	51.36	**565.00**	541.00	24.00	4.4%
Casual Hire Summer - Community 1 Pitch - Community Rate	D	17.09	**188.00**	180.00	8.00	4.4%
Casual Hire Summer - Community 2 Oval - Commercial Rate	D	58.27	**641.00**	614.00	27.00	4.4%

CITY OF GREATE GEELONG - FEES AND CHARGES SCHEDULE
2022-23 Budget

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

Fees & Charges	Basis of Charge	2022-23 GST Amount $	2022-23 Charge $ (incl GST)	2021-22 Charge $ (incl GST)	Movement in price per unit $	Change in Charge %
Casual Hire Summer - Community 2 Oval - Community Rate	D	19.45	**214.00**	205.00	9.00	4.4%
Casual Hire Summer - Community 2 Pitch - Commercial Rate	D	29.09	**320.00**	307.00	13.00	4.2%
Casual Hire Summer - Community 3 Oval - Commercial Rate	D	29.09	**320.00**	307.00	13.00	4.2%
Casual Hire Summer - Community 3 Oval - Community Rate	D	9.64	**106.00**	102.00	4.00	3.9%
Casual Hire Summer- Athletics- Commercial Rate	D	29.09	**320.00**	307.00	13.00	4.2%
Casual Hire Summer- Athletics- Community Rate	D	9.64	**106.00**	102.00	4.00	3.9%
Casual Hire Summer- BMX- Commercial Rate	D	12.18	**134.00**	129.00	5.00	3.9%
Casual Hire Summer- BMX- Community Rate	D	4	**44.00**	43.00	1.00	2.3%
Casual Hire Summer- Bowls- Commercial Rate	D	5	**55.00**	53.00	2.00	3.8%
Casual Hire Summer- Bowls- Community Rate	D	1.68	**18.50**	18.00	0.50	2.8%
Casual Hire Summer- Community 2 Pitch - Community Rate	D	9.64	**106.00**	102.00	4.00	3.9%
Casual Hire Summer- Community 3 Pitch- Commercial Rate	D	17.82	**196.00**	188.00	8.00	4.3%
Casual Hire Summer- Community 3 Pitch- Community Rate	D	5.91	**65.00**	63.00	2.00	3.2%
Casual Hire Summer- Court- Commercial Rate	D	4	**44.00**	43.00	1.00	2.3%
Casual Hire Summer- Court- Community Rate	D	1.32	**14.50**	14.00	0.50	3.6%
Casual Hire Summer- Criterium Track- Commercial Rate	D	8.73	**96.00**	92.00	4.00	4.3%
Casual Hire Summer- Criterium Track- Community Rate	D	2.91	**32.00**	31.00	1.00	3.2%
Casual Hire Summer- Reserve- Commercial Rate	D	12.18	**134.00**	129.00	5.00	3.9%
Casual Hire Summer- Reserve- Community Rate	D	4	**44.00**	43.00	1.00	2.3%
Casual Hire Summer- Velodrome- Commercial Rate	D	2.45	**27.00**	26.00	1.00	3.8%
Casual Hire Summer- Velodrome- Community Rate	D	0.85	**9.40**	9.00	0.40	4.4%
Casual Hire Winter - Community 1 Oval - Community Rate	D	30.27	**333.00**	319.00	14.00	4.4%
Casual Hire Winter - Community 1 Pitch - Commercial Rate	D	52.27	**575.00**	551.00	24.00	4.4%
Casual Hire Winter - Community 2 Oval - Commercial Rate	D	59.55	**655.00**	627.00	28.00	4.5%
Casual Hire Winter - Community 2 Oval - Community Rate	D	19.82	**218.00**	209.00	9.00	4.3%
Casual Hire Winter - Community 2 Pitch - Commercial Rate	D	29.82	**328.00**	314.00	14.00	4.5%
Casual Hire Winter - Community 2 Pitch - Community Rate	D	9.91	**109.00**	105.00	4.00	3.8%
Casual Hire Winter - Community 3 Oval - Commercial Rate	D	29.82	**328.00**	314.00	14.00	4.5%
Casual Hire Winter - Community 3 Oval - Community Rate	D	9.91	**109.00**	105.00	4.00	3.8%
Casual Hire Winter - Community Oval 1 - Commercial Rate	D	90.82	**999.00**	957.00	42.00	4.4%
Casual Hire Winter - Communuty 1 Pitch - Community Rate	D	17.45	**192.00**	184.00	8.00	4.3%
Casual Hire Winter- Athletics- Commercial Rate	D	29.64	**326.00**	312.00	14.00	4.5%
Casual Hire Winter- Athletics- Community Rate	D	9.91	**109.00**	105.00	4.00	3.8%
Casual Hire Winter- BMX- Commercial Rate	D	12.55	**138.00**	132.00	6.00	4.5%
Casual Hire Winter- Bowls- Commercial Rate	D	5.36	**59.00**	57.00	2.00	3.5%
Casual Hire Winter- Bowls- Community Rate	D	1.77	**19.50**	19.00	0.50	2.6%
Casual Hire Winter- Community 3 Pitch- Commercial Rate	D	18.45	**203.00**	195.00	8.00	4.1%
Casual Hire Winter- Community 3 Pitch- Community Rate	D	6.09	**67.00**	65.00	2.00	3.1%
Casual Hire Winter- Court- Community Rate	D	1.41	**15.50**	15.00	0.50	3.3%
Casual Hire Winter- Criterium Track- Community Rate	D	3	**33.00**	32.00	1.00	3.1%
Casual Hire Winter- Reserve- Commercial Rate	D	12.55	**138.00**	132.00	6.00	4.5%
Casual Hire Winter- Reserve- Community Rate	D	4.18	**46.00**	44.00	2.00	4.5%
Casual Hire Winter- Velodrome- Commercial Rate	D	2.45	**27.00**	26.00	1.00	3.8%
Casual Hire Winter- Velodrome- Community Rate	D	0.85	**9.40**	9.00	0.40	4.4%
Casual Hire Winter-BMX- Community Rate	D	4.18	**46.00**	44.00	2.00	4.5%
Casual Rate Winter- Court- Commercial Rate	D	4.27	**47.00**	45.00	2.00	4.4%
Casual Rate Winter- Criterium Track- Commercial Rate	D	9	**99.00**	95.00	4.00	4.2%
Seasonal Hire Summer- Athletics- Commercial Rate	D	970.82	**10,679.00**	10,220.00	459.00	4.5%
Seasonal Hire Summer- Athletics- Community Rate	D	145.55	**1,601.00**	1,227.00	374.00	30.5%
Seasonal Hire Summer- BMX- Commercial Rate	D	411.18	**4,523.00**	4,329.00	194.00	4.5%
Seasonal Hire Summer- BMX- Community Rate	D	61.64	**678.00**	519.00	159.00	30.6%
Seasonal Hire Summer- Bowls- Commercial Rate	D	171.36	**1,885.00**	1,804.00	81.00	4.5%
Seasonal Hire Summer- Bowls- Community Rate	D	25.64	**282.00**	217.00	65.00	30.0%
Seasonal Hire Summer- Community 1 Oval- Commercial Rate	D	2969.82	**32,668.00**	31,262.00	1,406.00	4.5%
Seasonal Hire Summer- Community 1 Oval- Community Rate	D	445.45	**4,900.00**	3,751.00	1,149.00	30.6%
Seasonal Hire Summer- Community 1 Pitch- Commercial Rate	D	1713.36	**18,847.00**	18,036.00	811.00	4.5%
Seasonal Hire Summer- Community 1 Pitch- Community Rate	D	257	**2,827.00**	2,164.00	663.00	30.6%
Seasonal Hire Summer- Community 2 Oval- Commercial Rate	D	1941.82	**21,360.00**	20,441.00	919.00	4.5%
Seasonal Hire Summer- Community 2 Oval- Community Rate	D	291.27	**3,204.00**	2,453.00	751.00	30.6%
Seasonal Hire Summer- Community 2 Pitch- Commerical Rate	D	970.82	**10,679.00**	10,220.00	459.00	4.5%
Seasonal Hire Summer- Community 2 Pitch- Community Rate	D	145.55	**1,601.00**	1,227.00	374.00	30.5%
Seasonal Hire Summer- Community 3 Oval- Commercial Rate	D	970.82	**10,679.00**	10,220.00	459.00	4.5%
Seasonal Hire Summer- Community 3 Oval- Community Rate	D	145.55	**1,601.00**	1,227.00	374.00	30.5%
Seasonal Hire Summer- Community 3 Pitch- Community Rate	D	89.91	**989.00**	758.00	231.00	30.5%
Seasonal Hire Summer- Communtiy 3 Pitch- Commercial Rate	D	599.73	**6,597.00**	6,313.00	284.00	4.5%
Seasonal Hire Summer- Court- Commercial Rate	D	139.36	**1,533.00**	1,467.00	66.00	4.5%
Seasonal Hire Summer- Court- Community Rate	D	20.82	**229.00**	176.00	53.00	30.1%
Seasonal Hire Summer- Criterium- Commercial Rate	D	293.27	**3,226.00**	3,088.00	138.00	4.5%
Seasonal Hire Summer- Criterium- Community Rate	D	44	**484.00**	371.00	113.00	30.5%
Seasonal Hire Summer- Reserve- Commerical Rate	D	411.18	**4,523.00**	4,329.00	194.00	4.5%
Seasonal Hire Summer- Reserve- Community Rate	D	61.64	**678.00**	519.00	159.00	30.6%
Seasonal Hire Summer- Velodrome- Commercial Rate	D	86.73	**954.00**	913.00	41.00	4.5%
Seasonal Hire Summer- Velodrome- Community Rate	D	13	**143.00**	110.00	33.00	30.0%
Seasonal Hire Winter- Athletics- Commercial Rate	D	990.36	**10,894.00**	10,425.00	469.00	4.5%
Seasonal Hire Winter- Athletics- Community Rate	D	148.55	**1,634.00**	1,564.00	70.00	4.5%
Seasonal Hire Winter- BMX- Commercial Rate	D	419.27	**4,612.00**	4,414.00	198.00	4.5%

CITY OF GREATE GEELONG - FEES AND CHARGES SCHEDULE
2022-23 Budget

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

Fees & Charges	Basis of Charge	2022-23 GST Amount $	2022-23 Charge $ (incl GST)	2021-22 Charge $ (incl GST)	Movement in price per unit $	Change in Charge %
Seasonal Hire Winter- BMX- Community Rate	D	62.82	**691.00**	662.00	29.00	4.4%
Seasonal Hire Winter- Bowls- Commercial Rate	D	174.64	**1,921.00**	1,839.00	82.00	4.5%
Seasonal Hire Winter- Bowls- Community Rate	D	26.18	**288.00**	276.00	12.00	4.3%
Seasonal Hire Winter- Community 1 Oval- Commercial Rate	D	3029.18	**33,321.00**	31,887.00	1,434.00	4.5%
Seasonal Hire Winter- Community 1 Oval- Community Rate	D	454.36	**4,998.00**	4,783.00	215.00	4.5%
Seasonal Hire Winter- Community 1 Pitch- Commercial Rate	D	1747.55	**19,223.00**	18,396.00	827.00	4.5%
Seasonal Hire Winter- Community 1 Pitch- Community Rate	D	262.09	**2,883.00**	2,760.00	123.00	4.5%
Seasonal Hire Winter- Community 2 Oval- Commercial Rate	D	1980.64	**21,787.00**	20,849.00	938.00	4.5%
Seasonal Hire Winter- Community 2 Oval- Community Rate	D	297.09	**3,268.00**	3,127.00	141.00	4.5%
Seasonal Hire Winter- Community 2 Pitch- Commercial Rate	D	990.36	**10,894.00**	10,425.00	469.00	4.5%
Seasonal Hire Winter- Community 2 Pitch- Community Rate	D	148.55	**1,634.00**	1,564.00	70.00	4.5%
Seasonal Hire Winter- Community 3 Oval- Commercial Rate	D	990.36	**10,894.00**	10,425.00	469.00	4.5%
Seasonal Hire Winter- Community 3 Oval- Community Rate	D	148.55	**1,634.00**	1,564.00	70.00	4.5%
Seasonal Hire Winter- Community 3 Pitch- Commercial Rate	D	611.64	**6,728.00**	6,439.00	289.00	4.5%
Seasonal Hire Winter- Community 3 Pitch- Community Rate	D	91.73	**1,009.00**	966.00	43.00	4.5%
Seasonal Hire Winter- Court- Commercial Rate	D	142.09	**1,563.00**	1,496.00	67.00	4.5%
Seasonal Hire Winter- Court- Community Rate	D	21.27	**234.00**	224.00	10.00	4.5%
Seasonal Hire Winter- Criterium- Commercial Rate	D	299.09	**3,290.00**	3,149.00	141.00	4.5%
Seasonal Hire Winter- Criterium- Community Rate	D	44.82	**493.00**	472.00	21.00	4.4%
Seasonal Hire Winter- Reserve- Commercial Rate	D	419.27	**4,612.00**	4,414.00	198.00	4.5%
Seasonal Hire Winter- Reserve- Community Rate	D	62.82	**691.00**	662.00	29.00	4.4%
Seasonal Hire Winter- Velodrome- Community Rate	D	13.27	**146.00**	140.00	6.00	4.3%
Seasonal Rate Winter- Velodrome- Commercial Rate	D	88.45	**973.00**	932.00	41.00	4.4%
Community Halls & Buses						
Centenary Hall Hourly Rate - Main Hall Weekday	D	5.82	**64.00**	62.50	1.50	2.4%
Centenary Hall Hourly Rate - Main Hall Weekend	D	9.36	**103.00**	101.00	2.00	2.0%
Centenary Hall Hourly Rate - Supper Room Weekday	D	4.73	**52.00**	51.00	1.00	2.0%
Centenary Hall Hourly Rate - Supper Room Weekend	D	6.59	**72.50**	71.00	1.50	2.1%
Centenary Hall Hourly Rate - Whole Venue Weekday	D	7.68	**84.50**	82.50	2.00	2.4%
Centenary Hall Hourly Rate - Whole Venue Weekend	D	12.27	**135.00**	132.00	3.00	2.3%
Cobbin Farm Hourly Rate - Chapel Weekday	D	3.5	**38.50**	37.50	1.00	2.7%
Cobbin Farm Hourly Rate - Chapel Weekend	D	11.64	**128.00**	125.50	2.50	2.0%
Cobbin Farm Hourly Rate - Homestead Weekday	D	3.5	**38.50**	37.50	1.00	2.7%
Cobbin Farm Hourly Rate - Homestead Weekend	D	6.91	**76.00**	74.50	1.50	2.0%
Cobbin Farm Hourly Rate - Whole Venue Weekday	D	6.91	**76.00**	74.50	1.50	2.0%
Cobbin Farm Hourly Rate - Whole Venue Weekend	D	12.59	**138.50**	135.50	3.00	2.2%
Cobradah House Hourly Rate	D	3.5	**38.50**	37.50	1.00	2.7%
Community Bus 24-Hour Hire	D	6.05	**66.50**	65.00	1.50	2.3%
Geelong West Town Hall Hourly Rate - Main Hall Weekday	D	9.09	**100.00**	98.00	2.00	2.0%
Geelong West Town Hall Hourly Rate - Main Hall Weekend	D	13.27	**146.00**	143.00	3.00	2.1%
Geelong West Town Hall Hourly Rate - Supper Room Weekday	D	5.18	**57.00**	55.50	1.50	2.7%
Geelong West Town Hall Hourly Rate - Supper Room Weekend	D	6.77	**74.50**	73.00	1.50	2.1%
Geelong West Town Hall Hourly Rate - Whole Venue Weekday	D	13.27	**146.00**	143.00	3.00	2.1%
Geelong West Town Hall Hourly Rate - Whole Venue Weekend	D	17.36	**191.00**	187.00	4.00	2.1%
Lara Hall Hourly Rate - Main Hall	D	3.5	**38.50**	37.50	1.00	2.7%
Lara Hall Hourly Rate - Meeting Room	D	2.59	**28.50**	27.50	1.00	3.6%
Lara Hall Hourly Rate - Whole Venue	D	5.09	**56.00**	54.50	1.50	2.8%
Marcus Hill Memorial Hall Hourly Rate	D	3.5	**38.50**	37.50	1.00	2.7%
Mt. Duneed Hall Hourly Rate	D	2.14	**23.50**	23.00	0.50	2.2%
Newcomb Hall Hourly Rate - Main Hall	D	3.5	**38.50**	37.50	1.00	2.7%
Newcomb Hall Hourly Rate - Meeting Room	D	2.59	**28.50**	27.50	1.00	3.6%
Newcomb Hall Hourly Rate - Whole Venue	D	5.09	**56.00**	54.50	1.50	2.8%
Parks Hall Hourly Rate - Bayview Room	D	2.14	**23.50**	23.00	0.50	2.2%
Parks Hall Hourly Rate - Kitchen	D	2.14	**23.50**	23.00	0.50	2.2%
Parks Hall Hourly Rate - Main Hall	D	3.5	**38.50**	37.50	1.00	2.7%
Parks Hall Hourly Rate - Parkview Room	D	2.59	**28.50**	27.50	1.00	3.6%
Parks Hall Hourly Rate - Whole Venue	D	8.14	**89.50**	87.50	2.00	2.3%
St. Leonards Reserve Hall Hourly Rate	D	3.5	**38.50**	37.50	1.00	2.7%
Virginia Todd Hall Hourly Rate	D	3.5	**38.50**	37.50	1.00	2.7%
Community Hubs						
Armstrong Creek East Community Hub Community Space 1	D	3.55	**39.00**	37.50	1.50	4.0%
Armstrong Creek East Community Hub Community Space 2	D	2.59	**28.50**	27.50	1.00	3.6%
Armstrong Creek East Community Hub Community Space 3	D	2.59	**28.50**	27.50	1.00	3.6%
Armstrong Creek East Community Hub Meeting Room 2	D	2.16	**23.80**	23.00	0.80	3.5%
Leopold Community Hub Community Room	D	3.55	**39.00**	37.50	1.50	4.0%
Leopold Community Hub Meeting Room	D	2.16	**23.80**	23.00	0.80	3.5%
Leopold Community Hub Multi-Purpose Room	D	2.59	**28.50**	27.50	1.00	3.6%
Community Inclusion						
Community Information Board	D	12.79	**140.70**	134.00	6.70	5.0%
Grovedale Neighbourhood House	D	2.58	**28.35**	27.00	1.35	5.0%
Grovedale Neighbourhood House hire	D	3.05	**33.60**	32.00	1.60	5.0%

CITY OF GREATE GEELONG - FEES AND CHARGES SCHEDULE
2022-23 Budget

Basis of Charge:
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Fees & Charges	Basis of Charge	2022-23 GST Amount $	2022-23 Charge $ (incl GST)	2021-22 Charge $ (incl GST)	Movement in price per unit $	Change in Charge %
Golf Courses						
Balyang Adult Membership - 12 months	D	36.09	**397.00**	389.00	8.00	2.1%
Balyang Concession Membership - 12 months	D	29.36	**323.00**	316.50	6.50	2.1%
Balyang Family Membership - 12 months	D	69.09	**760.00**	745.00	15.00	2.0%
Balyang Junior Membership - 12 months	D	14.18	**156.00**	153.00	3.00	2.0%
Balyang Adult Membership - 3 months	D	12.36	**136.00**	133.00	3.00	2.3%
Balyang Concession Membership - 3 months	D	10	**110.00**	107.50	2.50	2.3%
Balyang Adult Green Fee	D	1.39	**15.30**	15.00	0.30	2.0%
Balyang Concession Adult Green Fee	D	1.21	**13.30**	13.00	0.30	2.3%
Balyang Child Green Fee	D	1.21	**13.30**	13.00	0.30	2.3%
Balyang Group Concession	D	1.07	**11.80**	11.50	0.30	2.6%
Balyang School Group	D	0.86	**9.50**	9.30	0.20	2.2%
Balyang Golf Club Hire - 1 Club	D	0.18	**2.00**	2.00	0.00	-
Elcho M/Ship Adult 12 months	D	54.41	**598.50**	586.50	12.00	2.0%
Elcho M/ship Pensioner / Concession 12 months	D	42.59	**468.50**	459.00	9.50	2.1%
Elcho M/ship Student 12 month	D	27.45	**302.00**	296.00	6.00	2.0%
Elcho Adult Green Fee	D	2.59	**28.50**	28.00	0.50	1.8%
Elcho Green Concession and Students u/21	D	2.09	**23.00**	22.50	0.50	2.2%
Elcho Green Students u /17 years of age	D	1.68	**18.50**	18.00	0.50	2.8%
Elcho Park - 9 holes	D	2	**22.00**	21.50	0.50	2.3%
Green Fees Competition	D	1.03	**11.30**	11.00	0.30	2.7%
Queens Park M/ship Adult 12 months	D	55.82	**614.00**	602.00	12.00	2.0%
Queens Park M/ship Pensioner / Concession 12 months	D	43.59	**479.50**	470.00	9.50	2.0%
Queens Park M/ship Student 12 months	D	30.32	**333.50**	327.00	6.50	2.0%
Queens Park Junior 12 Month Membership	D	12.82	**141.00**	138.00	3.00	2.2%
Queens Park 9 Holes	D	1.91	**21.00**	20.50	0.50	2.4%
Queens Park 9 Holes Junior	D	1.36	**15.00**	14.50	0.50	3.4%
Queens Park Adult Green Fee	D	2.68	**29.50**	29.00	0.50	1.7%
Queens Park Pensioner / Concession Green Fee	D	1.91	**21.00**	20.50	0.50	2.4%
Queens Park Student Green Fee	D	1.68	**18.50**	18.00	0.50	2.8%
Home Care Packages						
Home, Personal and Respite Care - Normal	D	0	**61.30**	59.80	1.50	2.5%
Home, Personal and Respite Care - Evening/ Saturday	D	0	**79.70**	77.70	2.00	2.6%
Home, Personal and Respite Care - Sunday	D	0	**98.00**	95.60	2.40	2.5%
Home, Personal and respite Care - Public Holiday	D	0	**116.20**	113.40	2.80	2.5%
Home Modifications						
Home Maintenance - Agency	D	6.35	**69.80**	68.00	1.80	2.6%
Home Maintenance - Low	D	0	**20.00**	19.50	0.50	2.6%
Home Maintenance - Medium	D	0	**23.90**	23.30	0.60	2.6%
Home Maintenance - High	D	0	**63.60**	62.00	1.60	2.6%
Home Maintenance - PYP - Low	D	0	**15.70**	15.30	0.40	2.6%
Home Maintenance - PYP - Medium	D	0	**19.80**	19.30	0.50	2.6%
Home Maintenance - PYP - High	D	0	**52.50**	51.15	1.35	2.6%
Indoor Activity Centres						
BVAC Sports Club (per child)	D	0.95	**10.40**	10.20	0.20	2.0%
BVAC Badminton	D	0.88	**9.70**	9.50	0.20	2.1%
BVAC B/ton Casual User	D	1.55	**17.00**	16.50	0.50	3.0%
BVAC Court One B/Ball Casual Hire	D	3.66	**40.25**	39.25	1.00	2.5%
BVAC Court Two B/Ball Casual Hire	D	3.66	**40.25**	39.25	1.00	2.5%
BVAC Court Three Cricket Casual Hire	D	5.64	**62.00**	60.50	1.50	2.5%
B/Ball Causal User Shootaround	D	0.37	**4.10**	4.00	0.10	2.5%
BVAC Belmont Market Online Booking Indoor Stall	D	2.05	**22.50**	22.00	0.50	2.3%
BVAC Belmont Market Online Booking Outdoor Stall	D	1.86	**20.50**	20.00	0.50	2.5%
BVAC Court Four B/Ball Casual Hire	D	2.98	**32.75**	32.00	0.75	2.3%
BVAC Futsal Stars development & transition (per player)	D	1.01	**11.10**	10.80	0.30	2.8%
BVAC Futsal Stars game phase (per player)	D	1.01	**11.10**	10.80	0.30	2.8%
BVAC Meet Rm	D	2.18	**24.00**	23.50	0.50	2.1%
BVAC Sunday Market Clothes Rack Hire	D	0.46	**5.10**	5.00	0.10	2.0%
BVAC Sunday Market Indoor Stall	D	2.98	**32.75**	32.00	0.75	2.3%
BVAC Sunday Market Outdoor Stall	D	2.27	**25.00**	24.50	0.50	2.0%
BVAC Sunday Market Storage	D	1.44	**15.80**	15.50	0.30	1.9%
BVAC Sunday Market Trestle Table Hire	D	0.46	**5.10**	5.00	0.10	2.0%
CLTC B/Ball Casual before 5pm	D	2.97	**32.70**	32.00	0.70	2.2%
CLTC B/Ball After 5pm	D	3.66	**40.25**	39.25	1.00	2.5%
CLTC - Futsal Stars Development & Transition (per player)	D	0.95	**10.40**	10.20	0.20	2.0%
CLTC - Sports Club (per Child)	D	0.95	**10.40**	10.20	0.20	2.0%
CLTC - V/Ball & Soccer Casual after 5pm	D	3.73	**41.00**	40.20	0.80	2.0%
CLTC - V/Ball & Soccer Casual before 5pm	D	3.41	**37.50**	36.50	1.00	2.7%
CLTC Badminton After 5pm	D	1.55	**17.00**	16.50	0.50	3.0%
CLTC Badminton Casual before 5pm	D	1.3	**14.30**	14.00	0.30	2.1%
CLTC Meet Rm After 5pm	D	2.6	**28.60**	28.00	0.60	2.1%
CLTC Meet Rm Casual before 5pm	D	2.6	**28.60**	28.00	0.60	2.1%

CITY OF GREATE GEELONG - FEES AND CHARGES SCHEDULE
2022-23 Budget

Basis of Charge:
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Fees & Charges	Basis of Charge	2022-23 GST Amount $	2022-23 Charge $ (incl GST)	2021-22 Charge $ (incl GST)	Movement in price per unit $	Change in Charge %
CLTC Meet Rm Day Rate	D	10.91	**120.00**	117.50	2.50	2.1%
CLTC Meet Rm User grp schools before 5pm	D	2.05	**22.50**	22.00	0.50	2.3%
CLTC MP Room After 5pm	D	2.6	**28.60**	28.00	0.60	2.1%
CLTC MP Room Casual before 5pm	D	2.32	**25.50**	25.00	0.50	2.0%
CLTC N/Ball O/Door Casual rate	D	0.95	**10.40**	10.20	0.20	2.0%
CLTC Squash After 5pm	D	1.68	**18.50**	18.00	0.50	2.8%
CLTC Squash Casual before 5pm	D	0.93	**10.20**	10.00	0.20	2.0%
CLTC Street Soccer After 5pm	D	2.09	**23.00**	22.50	0.50	2.2%
CLTC Street Soccer before 5pm	D	2.09	**23.00**	22.50	0.50	2.2%
CLTC Synthetic Pitch Casual Hire Full Pitch after 4pm	D	10.77	**118.50**	116.00	2.50	2.2%
CLTC Synthetic Pitch Casual Hire Full Pitch before 4pm	D	9.27	**102.00**	100.00	2.00	2.0%
CLTC Synthetic Pitch Casual Hire Half Pitch before 4pm	D	5.02	**55.20**	54.00	1.20	2.2%
CLTC Synthetic Pitch Half Pitch Casual Hire After 4pm	D	5.77	**63.50**	62.00	1.50	2.4%
CLTC Synthetic Pitch Half Pitch Hire After 4pm	D	5.41	**59.50**	58.00	1.50	2.6%
CLTC Synthetic Pitch Hire Affiliate Full Pitch after 4pm	D	7.82	**86.00**	84.00	2.00	2.4%
CLTC Synthetic Pitch Hire Affiliate Full Pitch before 4pm	D	6.82	**75.00**	73.50	1.50	2.0%
CLTC Synthetic Pitch Hire Affiliate Half Pitch After 4pm	D	4.09	**45.00**	44.00	1.00	2.3%
CLTC Synthetic Pitch Hire Affiliate Half Pitch before 4pm	D	3.59	**39.50**	38.50	1.00	2.6%
CLTC Synthetic Pitch Hire Local Tournaments & Events Per Day	D	60.27	**663.00**	650.00	13.00	2.0%
CLTC Synthetic Pitch Hire Non-Affiliate Full Pitch after 4pm	D	10.18	**112.00**	109.50	2.50	2.3%
CLTC Synthetic Pitch Hire Non-Affiliate Full Pitch before 4pm	D	8.73	**96.00**	94.00	2.00	2.1%
CLTC Synthetic Pitch Hire Non-Affiliate Half Pitch After 4pm	D	5.38	**59.20**	58.00	1.20	2.1%
CLTC Synthetic Pitch Hire Non-Affiliate Half Pitch before 4pm	D	4.59	**50.50**	49.50	1.00	2.0%
CLTC Synthetic Pitch Social Competition 1/2 Pitch Team Fee Per Week	D	7.05	**77.50**	76.00	1.50	2.0%
Kindergarten Services						
3 & 4 yr old Kindergarten Fees - 15 hour session	D	0	**1,700.00**	1,590.00	110.00	6.9%
3 yr old Kindergarten Fees - 10 hr session	D	0	**1,133.00**	-	1,133.00	-
3 yr old Kindergarten Fees - 7.5 hr session	D	0	**850.00**	2,680.00	(1,830.00)	(68.3%)
3 yr old Kindergarten Fees - 5 hr session	D	0	**567.00**	1,788.00	(1,221.00)	(68.3%)
3 yr old Kindergarten Fees - 3.5 hr session	D	0	**-**	1,250.00	(1,250.00)	(100.0%)
3 yr old Kindergarten Fees - 6 hr session	D	0	**-**	2,144.00	(2,144.00)	(100.0%)
Leisure Centres						
Joining Fee	D	4.45	**49.00**	49.00	0.00	-
Adult M/Ship Fortnightly	D	3.78	**41.55**	41.55	0.00	-
Adult M/Ship Monthly	D	8.18	**90.00**	90.00	0.00	-
Adult M/Ship 3 months	D	34.91	**384.00**	518.00	(134.00)	(25.9%)
Adult Renew 12 months (only available to existing members)	D	86.36	**950.00**	900.00	50.00	5.6%
Fam M/Ship Fortnightly	D	6.72	**73.95**	71.55	2.40	3.4%
Fam M/Ship Monthly	D	14.56	**160.20**	155.00	5.20	3.4%
Family Renew 12 months (only available to existing members)	D	150	**1,650.00**	1,550.00	100.00	6.5%
Corp M/Ship Adult weekly	D	1.7	**18.70**	18.70	0.00	-
Corp M/Ship Adult Fortnightly	D	3.4	**37.40**	37.40	0.00	-
Corp M/Ship Adult Monthly	D	7.36	**81.00**	81.00	0.00	-
Corp Adult 12 Mth Renew (only available to existing members)	D	78.18	**860.00**	810.00	50.00	6.2%
Corp M/Ship Family Fortnightly	D	6.05	**66.55**	64.40	2.15	3.3%
Corp M/Ship Family Monthly	D	13.11	**144.20**	139.50	4.70	3.4%
Corp Family 12 Mth Renew (only available to existing members)	D	134.55	**1,480.00**	1,395.00	85.00	6.1%
Corp Family Monthly Debit + 1 student (only available to existing members)	D	15.64	**172.00**	160.50	11.50	7.2%
Corp Family Monthly Debit + 2 students (only available to existing members)	D	17.73	**195.00**	181.50	13.50	7.4%
Corp Family Monthly Debit + 3 students (only available to existing members)	D	19.73	**217.00**	202.50	14.50	7.2%
Corp M/Ship Family Payroll Deduction (only available to existing members)	D	2.85	**31.30**	31.30	0.00	-
Corp M/Ship Family + 1 student Payroll Deduction (only available to existing members)	D	3.26	**35.85**	35.85	0.00	-
Corp M/Ship Family + 2 Students Payroll Deduction (only available to existing members)	D	3.7	**40.70**	40.70	0.00	-
Concession Adult M/Ship Fortnightly	D	2.83	**31.15**	31.15	0.00	-
Concession Adult M/Ship Monthly	D	6.14	**67.50**	67.50	0.00	-
Concession Renew 12 months (only available to existing members)	D	65.45	**720.00**	675.00	45.00	6.7%
Offpeak Adult M/Ship Fortnightly (only available to existing members)	D	2.83	**31.15**	31.15	0.00	-
Offpeak Adult M/Ship Monthly (only available to existing members)	D	6.14	**67.50**	67.50	0.00	-
Offpeak Renew 12 months (only available to existing members)	D	65.45	**720.00**	675.00	45.00	6.7%
Aquatic Access Membership Adult - Fortnightly	D	2.64	**29.00**	-	29.00	-
Aquatic Access Membership Concession - Fortnightly	D	1.98	**21.75**	-	21.75	-
Aquatic Access Membership Family - Fortnightly	D	5.27	**58.00**	-	58.00	-
Aquatic Access Membership Corp Adult - Fortnightly	D	2.37	**26.10**	-	26.10	-
Aquatic Access Membership Corp Family - Fortnightly	D	4.75	**52.20**	-	52.20	-
Active Adults Fortnightly Debit	D	2.48	**27.25**	27.25	0.00	-
Active Adults Monthly Debit	D	5.36	**59.00**	59.00	0.00	-
Active Adults 3 months	D	20.55	**226.00**	226.00	0.00	-
Active Adults 3 months Renew (only available to existing members)	D	16.55	**182.00**	177.00	5.00	2.8%
Active Adults 12 Months	D	64.36	**708.00**	708.00	0.00	-
Active Adult GOLD - Fortnightly Debit (only available to existing members)	D	2.96	**32.55**	31.15	1.40	4.5%
Active Adult GOLD - Monthly Debit (only available to existing members)	D	6.41	**70.50**	67.50	3.00	4.4%
Active Adults GOLD - 12 months (only available to existing members)	D	76.91	**846.00**	810.00	36.00	4.4%
Gym Adult	D	1.62	**17.80**	17.50	0.30	1.7%

CITY OF GREATE GEELONG - FEES AND CHARGES SCHEDULE
2022-23 Budget

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Fees & Charges	Basis of Charge	2022-23 GST Amount $	2022-23 Charge $ (incl GST)	2021-22 Charge $ (incl GST)	Movement in price per unit $	Change in Charge %
Gym Concession	D	1.27	**14.00**	14.00	0.00	-
Gym Adult x 10	D	14.56	**160.20**	157.50	2.70	1.7%
Gym Concession x 10	D	11.45	**126.00**	126.00	0.00	-
Champ Card - Gym	D	17	**187.00**	183.00	4.00	2.2%
Aerobics Adult	D	1.35	**14.80**	14.50	0.30	2.1%
Aerobics Concession	D	1.06	**11.70**	11.70	0.00	-
Aerobics Adult x 10	D	12.11	**133.20**	130.50	2.70	2.1%
Aerobics Concession x 10	D	9.57	**105.30**	105.00	0.30	0.3%
Aerobics Group	D	12.36	**136.00**	133.00	3.00	2.3%
Group Personal Training	D	23.18	**255.00**	250.00	5.00	2.0%
Aqua Aerobics Adult	D	1.35	**14.80**	14.50	0.30	2.1%
Aqua Aerobics Concession	D	1.06	**11.70**	11.70	0.00	-
Aqua Aerobics Adult x 10	D	12.11	**133.20**	130.50	2.70	2.1%
Aqua Aerobics Concession x 10	D	9.57	**105.30**	105.00	0.30	0.3%
Swim/Sauna/Spa Adult	D	1.3	**14.30**	14.30	0.00	-
Swim/Sauna/Spa Concession	D	1.05	**11.50**	11.50	0.00	-
Swim Adult	D	0.75	**8.20**	8.00	0.20	2.5%
Swim Concession	D	0.56	**6.15**	6.00	0.15	2.5%
Swim School	D	0.38	**4.20**	4.10	0.10	2.4%
Swim Adult With Child Under 5 yrs	D	0.56	**6.15**	6.00	0.15	2.5%
Swim Adult With Child 5 - 10 yrs	D	1.18	**13.00**	12.00	1.00	8.3%
Swim Adult x 25	D	15.65	**172.20**	160.00	12.20	7.6%
Swim Concession x 25	D	11.74	**129.15**	120.00	9.15	7.6%
Single Waterslide	D	0.27	**3.00**	3.00	0.00	-
Unlimited Ticket Waterslide	D	1.36	**15.00**	15.00	0.00	-
Unlimited Ticket Waterslide After Entry	D	0.82	**9.00**	9.00	0.00	-
Adult after Entry Swim/Sauna/Spa	D	0.58	**6.40**	6.30	0.10	1.6%
Concession after Entry Swim/Sauna/Spa	D	0.5	**5.50**	5.50	0.00	-
Squad Casual Member	D	1.27	**14.00**	13.60	0.40	2.9%
Squad Casual Non Member	D	1.59	**17.50**	17.00	0.50	2.9%
Squad Member x 25 visits	D	26.73	**294.00**	272.00	22.00	8.1%
Squad Non Member x 25 visits	D	33.41	**367.50**	340.00	27.50	8.1%
Champ Cards - Swim	D	9.91	**109.00**	106.00	3.00	2.8%
Group Adult Swim	D	0.56	**6.20**	6.00	0.20	3.3%
Pool Parties - Catered Party	D	2.51	**27.60**	27.00	0.60	2.2%
Pool Parties - Inflatable per hour	D	10.23	**112.50**	110.00	2.50	2.3%
Pool Parties - Party Deposit	D	9.27	**102.00**	100.00	2.00	2.0%
Casual 25 Metre Lane Hire	D	3.45	**38.00**	37.00	1.00	2.7%
Club 25 Metre Lane Hire	D	0.95	**10.50**	10.00	0.50	5.0%
Learn to Swim	D	0	**18.50**	17.90	0.60	3.4%
Learn to Swim Concession	D	0	**14.30**	14.30	0.00	-
Learn to Swim - Private Lesson	D	0	**65.00**	61.00	4.00	6.6%
Learn to Swim - Squad	D	0	**19.40**	18.70	0.70	3.7%
Learn to Swim - Squad Concession	D	0	**15.00**	15.00	0.00	-
Webstar Learn to Swim	D	0	**31.00**	30.00	1.00	3.3%
Webstar Learn to Swim Concession	D	0	**24.00**	24.00	0.00	-
Webstar Learn to Swim x 2 Classes	D	0	**56.00**	54.00	2.00	3.7%
Webstar Private Lesson	D	0	**105.00**	100.00	5.00	5.0%
Webstar Squad	D	2.95	**32.50**	31.50	1.00	3.2%
Webstar Squad Concession	D	2.29	**25.20**	25.20	0.00	-
Swim Lessons - 30 min Group 5-6	D	0	**8.60**	8.40	0.20	2.4%
Swim Lessons - 30 min Group 7-8	D	0	**7.35**	7.20	0.15	2.1%
Swim Lessons - 45 min Group 7-8	D	0	**8.90**	8.70	0.20	2.3%
Swim Lessons - 45min Group 5-6	D	0	**10.80**	10.55	0.25	2.4%
Swim Lessons - 60min Group 5-6	D	0	**12.95**	12.70	0.25	2.0%
Swim Lessons - 60min Group 7-8	D	0	**10.40**	10.20	0.20	2.0%
Creche Casual Visit 30 mins (Member)	D	0	**3.50**	3.30	0.20	6.1%
Creche casual Visit 30 mins(Non Member)	D	0	**6.00**	5.50	0.50	9.1%
Creche 25 visit pass 30 mins (Member)	D	0	**70.00**	65.10	4.90	7.5%
Creche 25 visit pass 30 mins (Non Member)	D	0	**120.00**	109.20	10.80	9.9%
Creche Aerobics Staff	D	0	**6.95**	6.80	0.15	2.2%
Occasional Care half hour	D	0	**6.10**	6.00	0.10	1.7%
Occasional Care 3 hr	D	0	**30.50**	30.00	0.50	1.7%
BASC Gymnastics Beginner (Pre-school) 45 minutes	D	1.49	**16.40**	16.00	0.40	2.5%
BASC Gymnastics Recreational (5-11) 1 hour	D	1.58	**17.40**	17.00	0.40	2.4%
BASC Gymnastics Recreational 12 year or assessed 1.5 hours	D	1.77	**19.50**	19.00	0.50	2.6%
Membership Card Replacement	D	0.37	**4.10**	4.00	0.10	2.5%
Off Peak Upgrade	D	0.69	**7.60**	7.30	0.30	4.1%
Locker Hire (per hour)	D	0.2	**2.20**	-	2.20	-
Adult M/Ship 12 months	D	0	-	1,080.00	(1,080.00)	(100.0%)
Corp M/Ship Adult yearly	D	0	-	972.00	(972.00)	(100.0%)
Corp M/Ship Family yearly	D	0	-	1,674.00	(1,674.00)	(100.0%)
Fam M/Ship 12 months	D	0	-	1,860.00	(1,860.00)	(100.0%)
Fam Monthly Debit x 1 student	D	0	-	398.00	(398.00)	(100.0%)
Fam Monthly Debit x 2 students	D	0	-	642.00	(642.00)	(100.0%)
Fitness Assessment	D	0	-	60.00	(60.00)	(100.0%)

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Fees & Charges	Basis of Charge	2022-23 GST Amount $	2022-23 Charge $ (incl GST)	2021-22 Charge $ (incl GST)	Movement in price per unit $	Change in Charge %
Swim Adult With Child 5 - 18 yrs	D	0	-	12.00	(12.00)	(100.0%)
Swim Family (Spectator) with Child aged 5 - 18 yrs	D	0	-	8.00	(8.00)	(100.0%)
Swim Spectator Fee	D	0	-	2.00	(2.00)	(100.0%)
3D Body Composition Testing - Member price per scan	D	0	-	20.00	(20.00)	(100.0%)
3D Body Composition Testing - Non Member price per scan	D	0	-	40.00	(40.00)	(100.0%)
Con/Offpeak Adult M/ship 12 months	D	0	-	810.00	(810.00)	(100.0%)
Concession Plus 70% Student	D	0	-	243.00	(243.00)	(100.0%)
Virtual Classes plus Free Swim	D	0	-	14.50	(14.50)	(100.0%)
Virtual Classes plus Free Swim Concession	D	0	-	11.70	(11.70)	(100.0%)
Long Day Care						
Belmont and Whittington - Per Week	D	0	**641.50**	616.50	25.00	4.1%
Belmont and Whittington - Per Day	D	0	**134.00**	128.50	5.50	4.3%
Belmont and Whittington - Sessional	D	0	**81.50**	78.00	3.50	4.5%
Belmont and Whittington - Short Day Program	D	0	**100.00**	96.00	4.00	4.2%
Belmont and Whittington - Hourly Rate	D	0	**17.50**	16.50	1.00	6.1%
Long Day Care per week	D	0	**648.00**	623.00	25.00	4.0%
Long Day Care per day	D	0	**138.50**	133.00	5.50	4.1%
Long Day Care Sessional	D	0	**88.50**	85.00	3.50	4.1%
Long Day Care short day	D	0	**113.50**	109.00	4.50	4.1%
Long Day Care per hour	D	0	**19.50**	18.50	1.00	5.4%
Meal Provision and Distribution Service						
Food Services	D	0	**10.50**	10.20	0.30	2.9%
Food Services (Agencies)	D	2.28	**25.10**	24.40	0.70	2.9%
Hardship Rate	D	0	**3.80**	3.70	0.10	2.7%
Occasional Care						
Occasional Care - 5 hr session	D	0	**82.50**	79.00	3.50	4.4%
Occasional Care - 4 hr session	D	0	**68.00**	65.50	2.50	3.8%
Occasional Care - 3 hr session	D	0	**53.00**	51.00	2.00	3.9%
Occasional Care - 1 hr session	D	0	**18.50**	17.50	1.00	5.7%
Outdoor Pools						
Joining Fee	D	4.45	**49.00**	49.00	0.00	-
Aquatic Access Membership Adult - Fortnightly	D	2.64	**29.00**	-	29.00	-
Aquatic Access Membership Concession - Fortnightly	D	1.98	**21.75**	-	21.75	-
Aquatic Access Membership Family - Fortnightly	D	5.27	**58.00**	-	58.00	-
Aquatic Access Membership Corp Adult - Fortnightly	D	2.37	**26.10**	-	26.10	-
Aquatic Access Membership Corp Family - Fortnightly	D	4.75	**52.20**	-	52.20	-
Swim Adult	D	0.75	**8.20**	8.00	0.20	2.5%
Swim Concession	D	0.56	**6.15**	6.00	0.15	2.5%
Swim Adult x 25	D	15.65	**172.20**	160.00	12.20	7.6%
Swim Concession x 25	D	11.74	**129.15**	120.00	9.15	7.6%
Kardinia Adult with Child Under 5	D	0.56	**6.15**	6.00	0.15	2.5%
Kardinia Adult Swimming with Child 5-10	D	1.18	**13.00**	12.00	1.00	8.3%
Swim School	D	0.39	**4.30**	4.10	0.20	4.9%
School Swim and Slide	D	0.78	**8.60**	8.40	0.20	2.4%
School Slide After Entry	D	0.34	**3.70**	3.60	0.10	2.8%
Swim/slide unlimited	D	1.12	**12.30**	12.00	0.30	2.5%
Kardinia Aqua Aerobics	D	1.35	**14.80**	14.50	0.30	2.1%
Kardinia Aqua Aerobics Concession	D	1.06	**11.70**	11.70	0.00	-
Kardinia Aqua Aerobics x 10	D	12.11	**133.20**	130.50	2.70	2.1%
Adult Aqua Aerobics - Concession x 10	D	9.55	**105.00**	105.00	0.00	-
Pool Hire 50 m Lane Hire (per hr)+entry fee	D	3.45	**38.00**	37.00	1.00	2.7%
Learners Pool per hr	D	9.55	**105.00**	103.00	2.00	1.9%
Diving Pool Per Hr	D	11.95	**131.50**	129.00	2.50	1.9%
Toddlers Pool Per Hr	D	9.55	**105.00**	102.50	2.50	2.4%
Kardinia Swim Clubs (non profit) lane hire per hour	D	0.95	**10.50**	10.00	0.50	5.0%
Kardinia Waterslide per hour	D	15.91	**175.00**	169.00	6.00	3.6%
Kardinia Carnival - Half Day	D	113.64	**1,250.00**	1,235.00	15.00	1.2%
Kardinia Carnival Hire, Fina Pool	D	227.27	**2,500.00**	2,470.00	30.00	1.2%
Kardinia Carnival Hire, Olympic Pool	D	182.73	**2,010.00**	1,989.00	21.00	1.1%
Club/School Half Day Carnival	D	85.45	**940.00**	928.00	12.00	1.3%
Club/School Carnival, Fina Pool	D	163.64	**1,800.00**	1,778.00	22.00	1.2%
Club/School Carnival, Olympic Pool	D	130.45	**1,435.00**	1,420.00	15.00	1.1%
Club Whole Pool Hire, Per Hour	D	20	**220.00**	215.00	5.00	2.3%
Whole Pool Hire, Per Hour	D	25.45	**280.00**	277.00	3.00	1.1%
Swim Locker	D	0.2	**2.20**	2.00	0.20	10.0%
Replacement Card	D	0.37	**4.10**	4.00	0.10	2.5%
Swim Spectator	D	0	-	2.00	(2.00)	(100.0%)
Kardinia Adult Spectator with Child 5 -18	D	0	-	8.00	(8.00)	(100.0%)
Kardinia Adult Swimming with Child 5-18	D	0	-	12.00	(12.00)	(100.0%)
Learn to Swim	D	0	-	17.90	(17.90)	(100.0%)
Learn to Swim Concession	D	0	-	14.30	(14.30)	(100.0%)

CITY OF GREATE GEELONG - FEES AND CHARGES SCHEDULE
2022-23 Budget

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

Fees & Charges	Basis of Charge	2022-23 GST Amount $	2022-23 Charge $ (incl GST)	2021-22 Charge $ (incl GST)	Movement in price per unit $	Change in Charge %
Pass Adult Dec	D	0	-	346.00	(346.00)	(100.0%)
Pass Adult Feb	D	0	-	234.00	(234.00)	(100.0%)
Pass Adult Jan	D	0	-	292.00	(292.00)	(100.0%)
Pass Concession Dec	D	0	-	248.00	(248.00)	(100.0%)
Pass Concession Feb	D	0	-	170.00	(170.00)	(100.0%)
Pass Concession Jan	D	0	-	210.00	(210.00)	(100.0%)
Pass Family Dec	D	0	-	698.00	(698.00)	(100.0%)
Pass Family Feb	D	0	-	549.00	(549.00)	(100.0%)
Pass Family Jan	D	0	-	607.00	(607.00)	(100.0%)
Private Lesson	D	0	-	61.00	(61.00)	(100.0%)
Season ticket (adult)	D	0	-	405.00	(405.00)	(100.0%)
Season ticket (conc)	D	0	-	293.00	(293.00)	(100.0%)
Season ticket (family)	D	0	-	790.00	(790.00)	(100.0%)
Squad	D	0	-	18.70	(18.70)	(100.0%)
Squad Concession	D	0	-	15.00	(15.00)	(100.0%)
Playgroups						
Playgroup Rental	D	0	-	13.50	(13.50)	(100.0%)
Program for Younger People						
PYP Home Care	D	0	**6.60**	6.45	0.15	2.3%
PYP Home Care - Medium	D	0	**16.10**	15.70	0.40	2.5%
PYP Home Care - High	D	0	**50.60**	49.30	1.30	2.6%
PYP Personal Care	D	0	**6.50**	6.30	0.20	3.2%
PYP Personal Care - Medium	D	0	**10.50**	10.20	0.30	2.9%
PYP Personal Care - High	D	0	**50.70**	49.30	1.40	2.8%
PYP Respite	D	0	**6.10**	5.90	0.20	3.4%
PYP Respite - Medium	D	0	**6.20**	6.00	0.20	3.3%
PYP Respite - High	D	0	**50.60**	49.30	1.30	2.6%
School Holiday Program						
Holiday Program - Daily	D	0	-	78.00	(78.00)	(100.0%)
Customer & Corporate Services						
Revenue, Property and Valuations						
P&R Land Information Certificates	A	0	**28.10**	27.40	0.70	2.6%
P&R Sales / Misc / Fencing	D	0.91	**10.00**	9.75	0.25	2.6%
Rates Rate Reprint between 1 and 7 years	D	1.39	**15.25**	14.90	0.35	2.3%
P&V Rate search over 7 years	D	7.95	**87.50**	85.00	2.50	2.9%
Complaint Costs	D	0	**882.10**	860.50	21.60	2.5%
Judgement	D	0	**94.10**	91.40	2.70	3.0%
Warrant	D	0	**347.10**	339.80	7.30	2.1%
Summons for Oral Examination	D	0	**339.20**	330.70	8.50	2.6%
Attachment of Earnings	D	0	**199.90**	168.80	31.10	18.4%
Substituted Service Fee	D	0	**159.30**	157.00	2.30	1.5%
Admin Fee on Refunds	D	2.73	**30.00**	30.00	0.00	-
P&R Renumbering Charge to Subdividers	D	9.55	**105.00**	100.00	5.00	5.0%

GLOSSARY OF TERMS

Act	*Local Government Act 2020* (Act).
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 2022-23 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 works 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 four-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.

THE CITY OF GREATER GEELONG

FOUR YEAR REVENUE AND RATING PLAN

2022-23 TO 2025-26

CITY OF GREATER GEELONG

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Four Year View of Medium Term Strategy 27

The City of Greater Geelong acknowledges 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.

Artwork: *On Country* by Ammie Howell.

Preamble

On 28 June 2021 Council adopted a four-year Revenue and Rating Plan (the Plan). The updated Plan for 2022-23 incorporates feedback from extensive community engagement over the year as well as outcomes from Council's budget discussions. The Plan will continue to be reviewed and updated on an annual basis.

The four-year plan explains how the City of Greater Geelong (City) will generate sufficient income to deliver infrastructure, services and programs to ensure the social, economic and environmental sustainability of our region.

The Plan will introduce changes outlined in the medium and long term strategy section, key features being;

- In the medium term reduce commercial, industrial and petroleum rates in the dollar relative to the residential rate. Resulting in an overall reduction in the average rates payable by commercial, industrial and petroleum rate classes and bridging the gap to residential average rates payable, and
- Remove the farm rebate and increase the farm rate in the dollar to 75% of the residential rate over the long term. In

2022-23 it is proposed to;

- Increase general rates by a total of 1.75%, in line with the State Government rate cap.
- Align the commercial, industrial and petroleum rates in the dollar.
- Reduce the average commercial rates payable by 7% or $388.55.
- Increase the average residential rates by 4.6% or $61.67.
- Increase the average vacant land rates by 6.5% or $99.89.
- Reduce the average industrial rates payable by 10.5% or $556.96.
- Set the farm rebate at 12.7% to maintain an average rate increase consistent with the residential rate increase.

The Plan also includes the City'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 Council to prepare a Revenue and Rating Plan (the Plan) for a minimum period of four years, following each Council election. Each year the plan will be revised to take into consideration any changes to the rating and other revenue strategies.

The purpose of the Plan is to outline the most appropriate and affordable revenue and rating approach for Council in conjunction with other income sources that will adequately finance the objectives and actions of Our Community Plan 2021-25.

The Plan explains the revenue required 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 Council for the purposes of allocating the required rates contribution across the municipality on the most appropriate, equitable and affordable basis.

LINKS TO OUR COMMUNITY AND FINANCIAL PLANS

Our Community Plan 2021-25 represents our community voice and guides our resources to deliver infrastructure, services and programs to ensure the social, economic and environmental sustainability of our region.

As part of moving towards Council's 30-year vision, Our Community Plan focuses on four strategic directions over the next three years. These strategic directions and links to the Revenue and Rating Plan are summarised below:

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

   Working alongside other stakeholders and community groups, the City's 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:

   - 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).
   - 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 outlines how fees and charges will assist in the supporting growth in in the region.

3. **Strong local economy**

   To secure Geelong's economic future, council supports 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 prepare our workforce for this changing economy.

   The Plan's longer term strategy aims to support the delivery of a strong economy by focussing on the fair distribution of rate income between residential, commercial and industrial rate payers.

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

   Council make decisions that are evidence-based, financially responsible and reflect the needs of the community and stakeholders we serve.

   Advancing technologies, environmental issues, social inequity, rapid growth, organisational change and ageing assets all place pressure on our existing resources. Council adapts to these challenges by continuing to deliver services, programs and infrastructure to our communities in a way that is fair and equitable.

   The Plan strongly supports this initiative through:

   a. Generating sufficient revenue to maintain service levels.

   b. Investing in efficiencies in key initiatives to drive cost savings.

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

As part of council's Integrated Strategic Planning and Reporting Framework, a four-year budget is prepared on an annual basis. The key strategies of this Plan will be integrated into the budget document.

The Plan includes increased focus on the following:

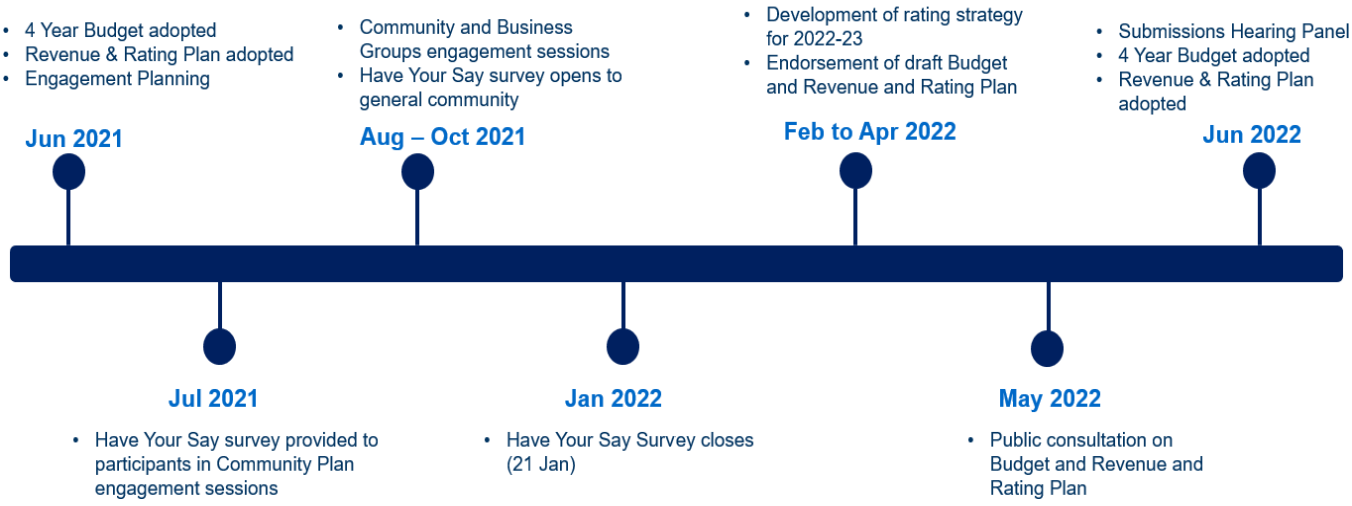
- Aligning rating decisions and linkages to long term financial plans.
- Engagement opportunities will continue to be provided for the community to review and provide feedback on the Plan.
- Revenue raising practices covering both rates and other income sources such as fees and charges, operating and capital grants and other non-rate income.

How we engaged with the community

Community engagement is a key step in the planning process, it has helped shape several strategic plans and key projects for the City. The feedback received from the community engagement has influenced the development of the 2022-23 Revenue and Rating Plan.

Engagement with the community commenced via a Have Your Say Survey which was open from July 2021 to January 2022. Furthermore, broader discussions were undertaken with a wide range of rating sectors including commercial and residential groups. The engagement provided insight on community expectations regarding the current rating strategy and timeline for any proposed change. The learnings from this engagement was considered as part of setting the 2022-23 rating strategy and on-going engagement will inform future revenue and rating plans.

Overview of Engagement Process



What makes up total revenue

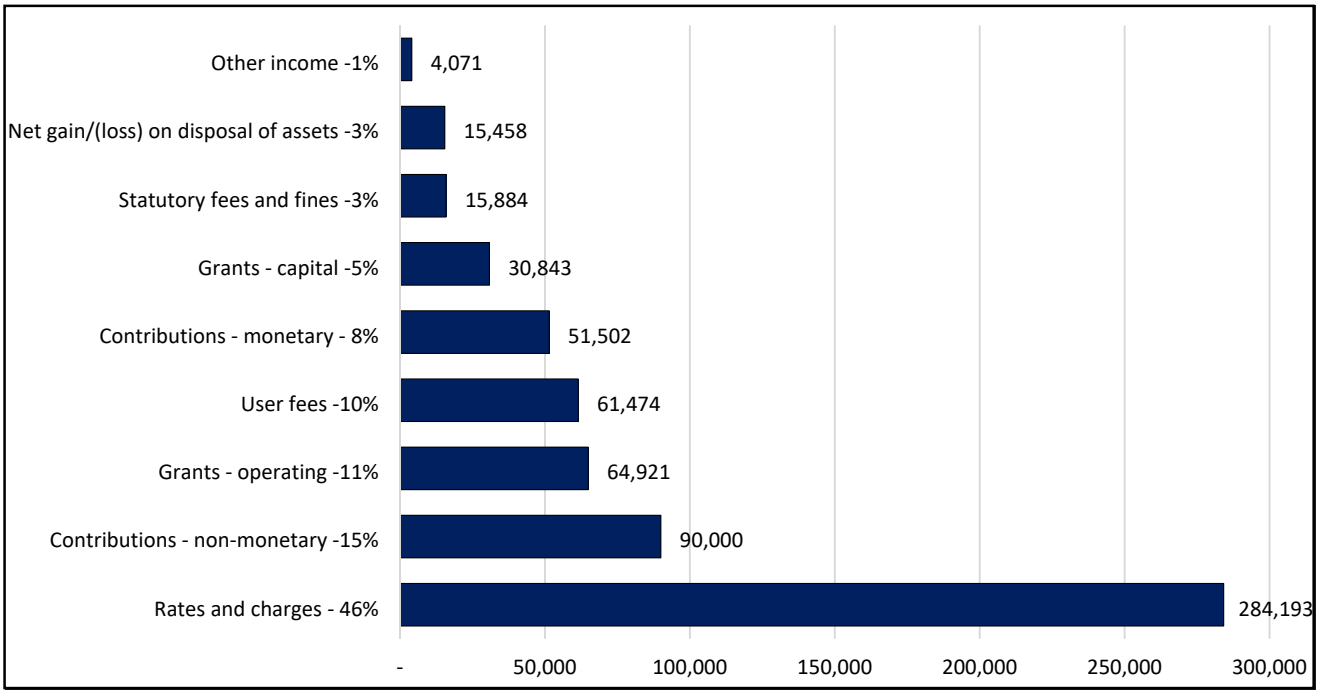
REVENUE SOURCES

The City requires sufficient revenue to deliver ongoing services, infrastructure and asset management requirements. Some of these services cannot be delivered by the general market (e.g. community services, street lighting, regulatory and compliance activities).

The most significant sources of 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.

A summary of the City's revenue for 2022-23 ($'000) is shown in the graph below.



Rates and Charges

WHY HAVE A RATING PLAN?

Council is required 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 class and the actual rating instruments allowed under the *Local Government Act (1989)* to calculate a property owners' contribution for rates.

The Plan is underpinned by sound principles, which are well understood, communicated to ratepayers and compliant with current legislation.

Council aims to balance service levels in accordance with the needs and expectations of its community and applies rates to adequately resource its roles and responsibilities.

In setting rates, the City gives primary consideration to the strategies, rate cap and budget sustainability principles the current economic climate, other external factors and likely impacts upon the community.

The City currently receives 66% of its total revenue (excluding capital grants and contributions) by way of property based rates and waste charges. The balance of 34% is received from government operational grants, fees and charges, statutory fees and fines and other income. The principles of good governance require council to provide ongoing or periodic monitoring and review of the impact of major decisions. It is, therefore required that the City review on a regular basis, the legislative objectives relevant to rating.

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).

The City's 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 achieved 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 contribution.

- Efficiency - Has two meaning's. 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. Administration costs include the issuing of assessments, collection of rates (including maintaining and improving collection systems), monitoring outcomes, communicating 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 considered the issues concerning equity within the community and through the Plan aims to over the medium to long term ameliorate the changes in commercial and industrial rating groups which have occurred over a long period of time. The inputs used to calculate rates payable include the following:

- 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; 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:
  - Vertical equity principle in that these uses all generate a revenue and that it recognises the ability of some ratepayers to obtain concessions from the tax deductibility of council rates.
- 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

The City does not receive any "windfall gain" of additional income when 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 to stay within the rate cap set by State Government.

The rate in the dollar is adjusted for the change to the capital improved value to obtain the same revenue. The rate in the dollar is then adjusted by the rate cap percentage for the budgeted revenue.

Example	2021-22	Change to valuation without adjusting rate in $	Adjusted to 2021-22 – No windfall gain	2022-23 Increase by rate cap
Rate in $	0.00228877	0.00228877	0.00182850	0.00186049
Valuation	583,810	730,769	730,769	730,769
Rates Generated	1,336.21	1,672.56	1,336,21	1,359.59

*Rate in $ x Valuation = Rates Generated

MEDIUM AND LONG TERM RATING PLAN

The City of Greater Geelong medium term (2022-23 to 2025-26) and long-term (to 2032-33) Revenue and Rating Plan will:

- Maintain rate increases in alignment with State Government rate cap, unless significant circumstances warrant a request for a variation to the rate cap.
- Reduce the commercial, industrial and petroleum rate in the dollar relative to the residential rate over the medium term as opportunities arise in the setting of the annual rate cap and valuation changes allow. The target state to be set at 1.8 times the residential differential by 2025-26. Excluding any valuation changes, this will have the impact of reducing average rates payable for commercial, industrial and petroleum properties.
- Residential and vacant land rates will, depending on the movement in valuations, need to increase at amounts higher than the rate cap over the medium 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 long term.
- All rating differentials including vacant land, mixed use and other land use types will continue to be reviewed on an annual basis.

Refer to Appendix 1 for the impact on differentials to set commercial rates at a notional 1.8 of residential rates by 2025- 26.

The medium to long term plan 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 CAP

The rate cap is regulated by the Essential Services Commission (ESC).[1] For the 2022-23 financial year the rate cap is set to a maximum of 1.75% increase on the total rates amount levied and not individual rating classes. 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 class is likely to differ from the rate cap percentage due to changes in individual property valuations and changes between property classes.

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.

Rate Type	Number of Properties	Average Capital Valuation 2021-22	Average Capital Valuation 2022-23	Valuation Change %
Residential	118,836	583,810	730,769	25.2%
Vacant land	6,851	476,490	608,696	27.7%
Commercial	6,206	1,015,052	1,066,875	5.1%
The Point residential	392	668,661	861,811	28.9%

[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.

Rate Type	Number of Properties	Average Capital Valuation 2021-22	Average Capital Valuation 2022-23	Valuation Change %
The Point vacant land	79	559,241	720,633	28.9%
The Point commercial	5	2,310,400	2,346,000	1.5%
Industrial	2,498	911,424	980,865	7.6%
Mixed use	304	763,059	866,990	13.6%
Farm	940	2,192,150	2,420,872	10.4%
Petroleum	1	145,100,000	141,700,000	(2.3%)
Cultural and recreation land	53	2,712,434	3,049,472	12.4%
Grand Total	**136,165**	**617,762**	**758,874**	**22.8%**

Property Valuations

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.

For the purpose of rating an assessment may be levied on 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, 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).

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

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 Valuer General-Victoria has a statutory requirement under the *Valuation of Land Act 1960 section 13DC (5)*, to conduct a review of property values based on market movements and recent sales trends on an annual basis. For the 2022-23 rating year, valuations will be based on values returned as at 1 January 2022.

The valuers undertake a physical inspection of some properties during each revaluation. Other valuations are derived from a 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 City 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 are able to lodge objections directly with the Valuer-General Victoria via the Rating Valuation Objections Portal www.ratingvaluationobjections.vic.gov.au.

DIFFERENTIAL RATING CLASSES

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 2022-23 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:

i. 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:

ii. 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.

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

These objectives will be met by setting the Vacant Land differential at 139.65% of the Residential Land differential.

Commercial Land – means any land:

i. That does not have the characteristics of:

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

ii. That 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. 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) enhancement of the economic viability of the commercial sector through targeted programs and projects;

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 majority of the residential sector.

The Point – 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; 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, PS 743878, PS 822924, PS 822922, PS 822918, PS 816907, PS 822928, PS 832773, PS 822948 PS 743870, PS 843583, PS 843598, PS 906850, PS 843602, PS 843603, PS 843611, PS 843612, PS 822947 and PS 843608.

Rating Objectives:

i. 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, PS 743878, PS 822924, PS 822922, PS 822918, PS 816907, PS 822928, PS 832773, PS 822948 PS 743870, PS 843583, PS 843598, PS 906850, PS 843602, PS 843603, PS 843611, PS 843612, PS 822947 and PS 843608.

Rating Objectives:

i. 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.

The Point – Commercial Land - means any land:

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

ii. That 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, PS 743878, PS 822924, PS 822922, PS 822918, PS 816907, PS 822928, PS 832773, PS 822948 PS 743870, PS 843583, PS 843598, PS 906850, PS 843602, PS 843603, PS 843611, PS 843612, PS 822947 and PS 843608.

Rating Objectives:

i. 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; and
   c) Provision of general support services;
   d) enhancement of the economic viability of the commercial sector through targeted programs and projects
   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 majority of 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:

i. That does not have the characteristics of:

   a) Vacant Land; or
   b) Commercial Land; and
   c) Petroleum Production Land.

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

Rating Objective:

i. 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;
   d) Enhancement of the economic viability of the industrial sector through targeted programs and projects.
   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 majority of the residential sector.

Mixed Use Land – means any land:

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

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

Rating Objective:

i. 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) enhancement of the economic viability of the commercial sector through targeted programs and projects;
   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 majority of 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. has a registered deed of covenant with the Trust for Nature (Victoria) through the Victorian Conservation Trust Act 1972 over the land. Through this deed of covenant, the owner of the land has secured permanent protection for significant natural heritage in the municipality.

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. 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 63.24% of the Residential Land differential and by the provision of a farm rebate of 12.7% under section 169 of the LGA.

Petroleum Production Land – means any land:

i. That is 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. 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) That the equitable contribution made by petroleum land recognises the income generating capability and tax deductibility of Council rates, which is not available to the majority of the residential sector

Cultural & Recreational Land – means any land:

i. that 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 2022-23 rate is 29.7% of the commercial rate.

REBATES AND CONCESSIONS

Council provides the following 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 2022-23 the government-funded indexed rebate is provided under the Municipal Rates Concession scheme. It will increase from $247.00 to $253.20 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.

Farm Rebates

Council declares a Farm Rebate to support the continuation of broad acre farming or protection of significant natural heritage. The Farm Rebate is fixed at 12.7% of farm rates payable in respect of each assessment that is subject to the Farm Land differential.

Council has resolved to retain and set the farm differential at a lower rate than the residential rate, (for 2022-23 the farm differential will be set at 63.24% of the residential differential before the farm rebate, set at 60.83% of the residential rate after the rebate) 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 classified and rated as farm land. The rebate will be set at 12.7% 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

Council has determined that no incentives for prompt payment will be offered for the year 2022-23.

Liability to Pay Rates

The Local Government Act 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 Local government Act 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 the My Geelong website where ratepayers can receive either their Annual Rate notice or Instalment Rate notice electronically 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 for Local Government fixes instalment and single lump sum payment dates by notice published in the Government gazette.

This is set in accordance with the Act.

Council offer 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.

For 2022-23 there is to be no change to the existing payment instalment arrangements.

Payment Options

The City offer 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 or Australia Post agencies. Council also uses Centrepay arrangements which allows Centrelink recipients to have payments deducted directly from their Centrelink entitlements.

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 in 2022-23 will be 0.51% from 1 July 2022 to offset the merchant service fees charged by financial institutions.

Late Payment of Rates

Council has determined that the application of interest penalties will be in accordance with the Act section 172.

Late payment of fines and penalties will be applied to any outstanding rates not paid by the due date. .

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.

Whilst Council cannot apply an alternative rate it does have 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 2.57% for 2022-23.

Debt Recovery - Collection of Overdue Rates

It is the ratepayers' responsibility to properly advise the City of their contact details. Amendments to the Act require both the vendor and buyer of property, or their agents (e.g. solicitors), to notify the City by way of a notice of acquisition.

Council has established procedures for the issue of an overdue final notice which may include interest pre calculated to a forward payment date.

Where an account remains unpaid, the City may take legal action with notice to recover any overdue amount. All fees and court costs are recoverable from the ratepayer.

If Rates remain 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 have regard to ratepayers who are experiencing hardship but are intended to act as a deterrent to ratepayers who might otherwise fail to pay rates on time.

RELIEF AND HARDSHIP POLICIES AVAILABLE TO RATEPAYERS IN FINANCIAL DISTRESS

Rates Assistance is reviewed annually as part of the budget process and published within the City's Revenue and Rating Plan and on our website www.geelongaustralia.vic.gov.au.

Ratepayers are encouraged to contact the City to discuss support options available to them.

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.

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;
- can demonstrate that they are of low income status with a maximum income of $56,137 or less (Statement of Earnings SOE - Centrelink or most recent tax assessment notice).

The amount of the waiver is shown in the table below:

Property valuation increased by:		
50% - 51.9%	Waiver	25%
52% - 53.9%	Waiver	30%
54% - 55.9%	Waiver	35%
56% - 57.9%	Waiver	40%
58% - 59.9%	Waiver	45%
60% or greater	Waiver	50%

The waiver for 2022-23 is granted in accordance with the waiver / hardship provisions of section 171A of the Act The waste charge is excluded from the waiver.

Housing Support Waivers

Council declares a Housing Support Waiver of 100% of general rates under section 171 of the LGA for 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

In times of emergency, the City recognises the significant hardship that can be experienced by the members of the community and business. Managing financial hardship is a shared responsibility and the City has a part to play whilst ensuring that it maintains the necessary cashflow to deliver critical services to the community during this time.

Council has 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.

The City will consider an application for financial hardship relief confidentially and objectively based on the information provided by the person or business in the application and will 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 the City in its discretion revokes the deferral (in which case the City 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 at the City's discretion.

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.

Council will consider waiving or reducing rates for 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 the City with supporting documentation as may be requested. For residential rates the ratepayer needs to meet with a financial counsellor and provide authority for the City to discuss the account. 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 one instalment.

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

New Corio Estate Waivers

For 2022-23 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

Waste Collection Service Charges – LGA section 162

Council declares a service charge in respect to the collection and disposal of refuse. The Recycle and Waste Collection service is based on cost reflective principles to cover the costs of collection, recycling and landfill disposal. The City 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 the City provides a domestic refuse collection and disposal service. The standard 3 bin waste collection service charge will be raised irrespective of whether the service is used or not.
- Where during the planning process of high rise and multiple units, it is identified that the standard 3 bin service is unable to be utilised, the identified multi unit rate will apply. This charge will be raised in place of the standard annual service charge.

The service charge does not form part of the rate cap. The waste collection charge will increase from $396.35 to $429.65 or 8.4%. For identified multi-unit assessments, the charge will be $166.35 per assessment. The EPA landfill levy increases from $56.88 to $80.75 per tenement (included in the service charge). The increases are a direct result of a $20/tonne increase in the State Government EPA levy which takes effect from 1 July 2022.

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, the City 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 $178.85
- Garbage bin from 140L to 240L $129.30
- Recycling bin 240L $ 94.10
- Green waste bin 240L $ 87.45

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 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 respond to community needs through its planning process and assesses 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 City 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.

The City 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 the City of Greater Geelong 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. The City pursues all avenues to obtain external grant funds for programs and prioritised works. Our 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, allowing councils to spend the grants according to local priorities. The City applies the local roads component to road rehabilitation projects in its capital works program and utilises the general purpose component to fund the City's 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 the City, usually from non-government sources, and are usually linked to projects. Contributions can be made to the City 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. The City 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.

Appendix 1

FOUR YEAR VIEW OF MEDIUM TERM STRATEGY

The below figures are indicative only and are based on a number of assumptions. Each year the strategy will be numbers will be reviewed based on changes in the approved rate cap and property valuations.

Key Assumptions:

- Property valuations for 2022-23 are based on Stage 4 valuations (30 April 2022) from the Valuer General.
- No valuation changes are assumed for the 2023-24 to 2025-26 financial years
- The rate cap is assumed to increase 1.75% per annum

Four Year View																
	2022-23				2023-24				2024-25				2025-26			
Rate Type	Average Rates Payable	Year on Year Change $	Year on Year Change %	Relativity	Average Rates Payable	Year on Year Change $	Year on Year Change %	Relativity	Average Rates Payable	Year on Year Change $	Year on Year Change %	Relativity	Average Rates Payable	Year on Year Change $	Year on Year Change %	Relativity
Residential Rates	1,397.87	61.67	4.6%	100.0%	1,453.79	55.91	4.0%	100.0%	1,508.01	54.23	3.7%	100.0%	1,561.55	53.53	3.6%	100.0%
Vacant Land	1,626.05	99.89	6.5%	139.7%	1,715.48	89.43	5.5%	141.7%	1,801.26	85.77	5.0%	143.4%	1,891.32	90.06	5.0%	145.4%
Commercial Rate	5,162.15	(388.55)	-7.0%	252.9%	4,774.99	(387.16)	-7.5%	225.0%	4,416.87	(358.12)	-7.5%	200.6%	4,103.57	(313.30)	-7.1%	180.0%
The Point - Residential Lan	1,648.54	118.13	7.7%	100.0%	1,714.48	65.94	4.0%	100.0%	1,778.43	63.95	3.7%	100.0%	1,841.57	63.13	3.6%	100.0%
The Point - Vacant Land	1,925.08	133.87	7.5%	139.7%	2,030.96	105.88	5.5%	141.7%	2,132.50	101.55	5.0%	143.4%	2,239.13	106.63	5.0%	145.4%
The Point - Commercial Lan	11,351.29	(1,282.88)	-10.2%	252.9%	10,499.94	(851.35)	-7.5%	225.0%	9,712.45	(787.50)	-7.5%	200.6%	9,023.53	(688.92)	-7.1%	180.0%
Industrial Rate	4,745.98	(556.96)	-10.5%	252.9%	4,390.04	(355.95)	-7.5%	225.0%	4,060.78	(329.25)	-7.5%	200.6%	3,772.75	(288.04)	-7.1%	180.0%
Mixed Use Rate	2,628.11	101.08	4.0%	158.5%	2,733.24	105.12	4.0%	158.5%	2,828.90	95.66	3.5%	158.1%	2,927.91	99.01	3.5%	158.0%
Farm Rate	2,816.75	125.52	4.7%	60.8%	2,947.44	130.69	4.6%	61.2%	3,072.36	124.93	4.2%	61.5%	3,191.78	119.42	3.9%	61.7%
Petroleum Rate	685,625.64	(158,611.14)	-18.8%	252.9%	634,203.72	(51,421.92)	-7.5%	225.0%	586,638.44	(47,565.28)	-7.5%	200.6%	545,027.24	(41,611.20)	-7.1%	180.0%
Culture & Recreation	4,374.96	(281.15)	-6.0%	75.0%	4,549.96	175.00	4.0%	75.0%	4,719.67	169.71	3.7%	75.0%	4,887.22	167.55	3.6%	75.0%

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2022-23 DECLARATION OF RATES AND CHARGES

CITY OF GREATER GEELONG

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Background

In accordance with section 94 of the *Local Government Act 2020* Council is required to prepare a budget for each financial year. A component of the proposed budget is the setting of rates and charges. The proposed Declaration of Rates and Charges for 2022-23 is provided in this attachment.

Declaration of Rates and Charges

1. Amount intended to be raised by General Rates and Annual Service Charge for the period 1 July 2022 - 30 June 2023. An amount of $**278,303,762** be declared as the amount which Council intends to raise by General Rates and the Annual Service Charge, which amount is calculated as follows:

General Rates	$226,241,900
Annual Service Charge	$52,061,862

2. General Rates

2.1 A general rate be declared for the period 1 July 2022 to 30 June 2023.

2.2 It be further declared that the general rate be raised by the application of differential rates.

2.3 A differential rate be respectively declared for rateable land having the respective characteristics specified below, which characteristics will form the criteria for each differential rate so declared.

2.3.1 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. has a registered deed of covenant with the Trust for Nature (Victoria) through the Victorian Conservation Trust Act 1972 over the land. Through this deed of covenant, the owner of the land has secured permanent protection for significant natural heritage in the municipality.

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:

i. has a significant and substantial commercial purpose or character;

ii. seeks to make a profit on a continuous or repetitive basis form its activities on the land; and

iii. 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.

2.3.2 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.

2.3.3 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.

2.3.4 Petroleum Production Land – means any land:

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

ii. is described as such in Schedule A.

2.3.5 Industrial Land – means any land:

i. that does not have the characteristics of

- Vacant Land; or
- Commercial Land; or
- Petroleum Production Land; and

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

2.3.6 Commercial Land – means any land:

i. that does not have the characteristics of:
- Farm Land; or
- Industrial Land; or
- Petroleum Production Land; and

ii. that 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.

2.3.7 Mixed Use Land – means any land:

i. that 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.

2.3.8 The Point – 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; and

iii. that is described as such in Schedule A.

2.3.9 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. that is described as such in Schedule A.

2.3.10 The Point – Commercial Land - means any land:

i. that does not have the characteristics of:
- Farm Land; or
- Industrial Land; or
- Petroleum Production Land; and

ii. that 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. that is described as such in Schedule A.

2.4 A rate pursuant to the Cultural and Recreational Lands Act 1963 be declared for rateable land having the respective characteristics specified below:

2.4.1 Cultural and Recreational Land - Any land which:

i. has the characteristics of Recreational land as defined by the Cultural and Recreational Lands Act 1963; and

ii. is described as such in Schedule A.

2.5 Each differential rate and Cultural and Recreation Lands Rate will be determined by multiplying the Capital Improved Value of each rateable land (categorised by the characteristics described in paragraph 2.3 and 2.4 by the relevant percentages indicated in the following:

CATEGORY %

2.5.1 Farm Land .00120964 (or .120964 percent of Capital Improved Value).

2.5.2 Residential Land .00191288 (or .191288 percent of Capital Improved Value).

2.5.3 Vacant Land .00267137 (or .267137 percent of Capital Improved Value).

2.5.4 The Point Residential Land .00191288 (or .191288 percent of Capital Improved Value).

2.5.5 The Point Vacant Land .00267137 (or .267137 percent of Capital Improved Value).

2.5.6 The Point Commercial Land .00483857 (or .483857 percent of Capital Improved Value).

2.5.7 Petroleum Production Land .00483857 (or .483857 percent of Capital Improved Value).

2.5.8 Industrial Land .00483857 (or .483857 percent of Capital Improved Value).

2.5.9 Commercial Land .00483857 (or .483857 percent of Capital Improved Value).

2.5.10 Mixed Use Land .00303131 (or .303131 percent of Capital Improved Value).

2.5.11 Cultural and Recreational .00143466 (or .143466 percent of Capital Improved Value).

2.6 It be recorded that Council considers that each differential rate will contribute to the equitable and efficient carrying out of Council functions; and that:

2.6.1 the respective objectives of each differential rate be those specified in Schedule B;

2.6.2 the respective types or classes of land which are subject to each differential rate be those defined in Schedule B**;**

2.6.3 the respective uses and levels of each differential rate in relation to those respective types or classes of land be those described in Schedule B; and

2.6.4 the relevant:

i. uses of;

ii. geographical locations of;

iii. planning scheme zonings of; and

iv. types of buildings on the respective types or classes of land be those identified in Schedule B.

2.7 It be confirmed that no amount is fixed as the minimum amount payable by way of general rate in respect of each rateable land within the municipal district.

3. Rebates

3.1 Farm Rebate

For 2022-23 Council declare a rebate under section 169 of the Act of 12.7% for all land classified and rated as Farm Land. Properties under the farm differential will be entitled to a rebate recognising that there is a benefit to the community in encouraging the retention of large lot primary producing holdings or protection of significant natural heritage. An application can be made to Council to have land classified as Farm Land.

4. Waivers

4.1 Rates Assistance Waiver

Council declares a waiver of general rates under section 171 of the Act for the class of persons comprised of ratepayers in respect of assessments which are categorised as Residential Land or Farm Land where the valuation of the assessment has increased, between the 2021 valuation and the 2022 valuation, by 50% or more and that increase is purely attributable to market factors, not attributable, in whole or in part, to improvements made to the assessment by the owner (or occupier). The amount of the waiver is set at:

4.1.1 between 25% and 49.99% of the general rates payable for the 2022-23 financial year, increasing pro rata according to the valuation increase, for valuation increases between 50% and 59.99%; and

4.1.2 50% of the general rates for the 2022-23 financial year for valuation increases of 60% or more.

The waiver is designed to mitigate the rates shock of a valuation increase.

4.2 For 2022-23 Council declares a Housing Support waiver of 100% of general rates under section 171 of the Act for the class of persons comprised of ratepayers in respect of assessments which contain the following types of housing:

4.2.1 transitional, emergency or crisis housing;

4.2.2 housing for Legatees or War Widows, provided by the Geelong Legacy Club or provided by RSL; and

4.2.3 supported housing for disabled people.

This waiver recognises that these properties provide for specific needs within the community. Application can be made to Council to have land classified as being eligible for the waiver

4.3 New Corio Estate (Inappropriate Subdivision)

For 2022-23 financial year, Council declares a waiver of 100% of general rates under section 171 of the Act 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.

4.4 Financial Hardship Policy

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

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

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

Exceptional circumstances will be determined at the sole discretion of the Chief Executive Officer. Waivers can only be approved by the Chief Executive Officer and are limited to a total value of one instalment.

5. Municipal Charge

5.1 No municipal charge be declared for the period commencing 1 July 2022 to 30 June 2023.

6. Annual Service Charge

6.1 An Annual Service Charge be declared for the period commencing 1 July 2022 to 30 June 2023.

6.2 The Annual Service Charge to be declared for the collection and disposal of refuse.

6.3 The Annual Service Charge to be $429.65 for each rateable land and non-rateable land (or part) in respect of which the Annual Service Charge may be levied. For identified multi unit assessments the charge will be $166.35.

6.4 The criteria specified below, be the criteria, which form the basis of the Annual Service Charge, so declared:

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.

Where during the planning process of high rise and multiple units, it is identified that the standard 3 bin service is unable to be utilised, the identified multi unit rate will apply. This charge will be raised in place of the standard annual service charge.

7. Annual Service Charge – Additional Bin Service

7.1 An Annual Service Charge – Additional Bin Service, be declared for the period commencing 1 July 2022 to 30 June 2023.

7.2 The Annual Service Charge – Additional Bin Service, be declared for the collection and disposal of refuse.

7.3 The criteria specified below, be the criteria, which form the basis of the Annual Service Charge – Additional Bin Service, so declared:

The additional bin service charge will be available via application, compliant with the following criteria:

7.3.1 The property owner or their authorised agent signs the additional bin application form, provides appropriate supporting evidence and agrees to the applicable service charge;

7.3.2 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.

7.4 Applications that meet the criteria will be billed via the Rate, Valuation & Charges notice.

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 for 2022-23:

7.4.1	Garbage bin 140L	$178.85
7.4.2	Garbage bin 240L	$129.30
7.4.3	Recycling bin 240L	$94.10
7.4.4	Green waste 240L	$87.45

8. Incentives

No incentives be declared as the incentives to be given by Council for the payment of General Rates and the Annual Service Charge (described earlier in this document) before the dates fixed for their payment under section 167 of the Act.

9. Consequential

9.1 Notwithstanding anything said in any earlier Resolution of Council, the Geelong Advertiser be chosen, as the newspaper in which the public notice will appear.

9.2 The Responsible Officer of Council be authorised to levy and recover the General Rates and the Annual Service Charge described earlier in accordance with the Act.

10. Interest

Interest on unpaid rates and charges will be charged in accordance with section 172 of the Act. Interest will be charged at the penalty interest rate of 10% for 2022-23. In proven cases of hardship where Council approves rates to be deferred, interest will be charged at 2.57% for 2022-23.

SCHEDULE A

1. Petroleum Production Land

All that land generally bounded more or less by Princes Highway, Shell Parade, Corio Bay Foreshore, Wharf Road, Station Road and neighboring land.

2. The Point Residential Land

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, PS 743878, PS 822924, PS 822922, PS 822918, PS 816907, PS 822928, PS 832773, PS 822948 PS 743870, PS 843583, PS 843598, PS 906850, PS 843602, PS 843603, PS 843611, PS 843612, PS 822947 and PS 843608.

3. The Point Vacant Land

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, PS 743878, PS 822924, PS 822922, PS 822918, PS 816907, PS 822928, PS 832773, PS 822948 PS 743870, PS 843583, PS 843598, PS 906850, PS 843602, PS 843603, PS 843611, PS 843612, PS 822947 and PS 843608.

4. The Point Commercial Land

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, PS 743878, PS 822924, PS 822922, PS 822918, PS 816907, PS 822928, PS 832773, PS 822948 PS 743870, PS 843583, PS 843598, PS 906850, PS 843602, PS 843603, PS 843611, PS 843612, PS 822947 and PS 843608.

5. Cultural and Recreational Land

Any land reserved under the Cultural and Recreational Lands Act 1963 including the following:

Ratepayer	Property Address
Bareena Bowling Club Incorporated	89 Noble Street, NEWTOWN VIC 3220
Bell Park Sports Club	10 Lynnburn Road, BATESFORD VIC 3213
Barwon Rowing Club Inc.	2 Barwon Terrace, SOUTH GEELONG VIC 3220
Geelong College Rowing Club	4 Barwon Terrace, SOUTH GEELONG VIC 3220
Geelong Church of England Grammar School	6 Barwon Terrace, SOUTH GEELONG VIC 3220
Geelong Rowing Association	8 Barwon Terrace, SOUTH GEELONG VIC 3220
Corio Bay Rowing Club	10 Barwon Terrace, SOUTH GEELONG VIC 3220
Geelong Race Course Trustees	99 Breakwater Road, BREAKWATER VIC 3219
Royal Geelong Agricultural & Pastoral Society Inc	79 Breakwater Road, BREAKWATER VIC 3219
Royal Geelong Yacht Club	25 Eastern Beach Road, GEELONG VIC 3220
Geelong Eastern Park Bowling Club Inc	51-55 Garden Street, EAST GEELONG VIC 3219
Geelong Football Club Limited	360 Moorabool Street, SOUTH GEELONG VIC 3220
East Geelong Golf Club	401 Eastern Park Circuit, EAST GEELONG VIC 3219
East Geelong Recreation Reserve Committee	137-139 McKillop Street, GEELONG VIC 3220
Western Beach Boat Club Inc	74-90 Western Foreshore Road, GEELONG VIC 3220
Highton Bowling Club Inc	204 Roslyn Road, HIGHTON VIC 3216
Barwon Heads Golf Club Incorporated	1A Golf Links Road, BARWON HEADS VIC 3227
Belmont Bowling Club Incorporated	16-36 Reynolds Road, BELMONT VIC 3216
Geelong Lawn Tennis Club Incorporated	12-20 Sommers Street, BELMONT VIC 3216
Geelong Bowls Club Incorporated	4-10 Sommers Street, BELMONT VIC 3216
Geelong Pistol Club Inc	70-80 Williams Road, MOUNT DUNEED VIC 3217

Ratepayer	Property Address
Western District Car Club and Geelong Motor Sports Complex Inc	55 Beach Road, AVALON VIC 3212
Beckley Park Committee of Management Inc	40 Broderick Road, CORIO VIC 3214
Croatian Community Centre of Geelong (Inc)	172 Cox Road, CORIO VIC 3214
Australian Croatian Sporting Centre and North Geelong Warriors Soccer Club Inc	15 Gibbons Road, LARA VIC 3212
Geelong Trailable Yacht Club Inc	105 Mackey Street, NORTH GEELONG VIC 3215
Clifton Springs Golf Club Inc	62-88 Clear Water Drive, CLIFTON SPRINGS VIC 3222
Clifton Springs Bowling Club	39 Springs Street, CLIFTON SPRINGS VIC 3222
Drysdale Bowling & Croquet Club Inc	19-29 Collins Street, DRYSDALE VIC 3222
Lonsdale Golf Club	PARENT - 28 Gill Road, POINT LONSDALE VIC 3225
Portarlington Sailing Club	219 Point Richards Road, PORTARLINGTON VIC 3223
Portarlington Bowls Club Incorporated	2A Harding Street, PORTARLINGTON VIC 3223
Indented Head Boat Club Inc	326A The Esplanade, INDENTED HEAD VIC 3223
Indented Head Yacht Club	326B The Esplanade, INDENTED HEAD VIC 3223
St Leonards Yacht Club & Motor Squadron	1001 Lower Bluff Road, ST LEONARDS VIC 3223
Portarlington Golf Club	92-160 Hood Road, PORTARLINGTON VIC 3223
Leopold Sportsmans Club Inc	131-139 Kensington Road, LEOPOLD VIC 3224
Ocean Grove Bowling Club Incorporated	16-24 The Terrace, OCEAN GROVE VIC 3226
St Leonards Bowling Club	1274 Murradoc Road, ST LEONARDS VIC 3223
Ocean Grove Golf Club Incorporated	9 Guthridge Street, OCEAN GROVE VIC 3226
Geelong Watersports Club Inc	493-499 Wilsons Road, ST ALBANS PARK VIC 3219
Lagoon Boat Club Inc	200 Foreshore Road, CORIO VIC 3214
Belrec Incorporated	68 Calvert Street, HAMLYN HEIGHTS VIC 3215
North Shore Football & Netball Club Inc	39 Rose Avenue, NORLANE VIC 3214
Lara Sporting Club Incorporated	4 Mill Road, LARA VIC 3212
Corio Bay Sailing Club	180 Foreshore Road, CORIO VIC 3214
Norlane Bowling Club Incorporated	26-36 St Georges Road, CORIO VIC 3214
Lara Bowling Club Inc	10 Alkara Avenue, LARA VIC 3212
Herne Hill Bowls Club Inc	200 McCurdy Road, FYANSFORD VIC 3218
Seabrae Boat Owners Club Inc	302 Clifton Avenue, LEOPOLD VIC 3224
Barwon Heads Bowling Club Inc	18 Geelong Road East, BARWON HEADS VIC 3227
Lonsdale Golf Club	69 Fellows Road, POINT LONSDALE VIC 3225
City of Geelong Bowls Club Inc	7-9 Ballarat Road, NORTH GEELONG VIC 3215

SCHEDULE B

1. Farm Land

1.1 Rating Objectives:

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

i construction and maintenance of public infrastructure;

ii development and provision of health and community services; and

iii provision of general support services.

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

1.1.3 These objectives will be met by setting the Farm Land differential at 63.4% of the Residential Land differential before the rebate and at 60.8% of the Residential Land differential after the rebate (under section 169 of the Act).

Types and Classes
Rateable land having the relevant characteristics described previously at point 2.3.1 in this attachment.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate less the applicable rebate is the level, which Council considers it necessary to achieve the objectives specified above.

Geographic Location
Wherever located within the municipal district.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2023.

2. Residential Land

2.1 Rating Objectives:

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

i construction and maintenance of public infrastructure;

ii development and provision of health and community services; and

iii provision of general support services.

Types and Classes
Rateable land having the relevant characteristics described previously at point 2.3.2 in this attachment.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council. The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Geographic Location
Wherever located within the municipal district.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2023.

3. Vacant Land

3.1 Rating Objectives:

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

i construction and maintenance of public infrastructure;

ii development and provision of health and community services; and

iii provision of general support services.

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

These objectives will be met by setting the Vacant Land differential at 139.7% of the Residential Land differential.

Types and Classes
Rateable land having the relevant characteristics described at point 2.3.3 in this attachment.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

Geographic Location
Wherever located within the municipal district.

Use of Land
Any use permitted under the Geelong Regional Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Geelong Regional Planning Scheme.

Types of Buildings
No building must be located on the land or constructed prior to 30 June 2023 save for any uninhabitable shed or shelter that does not exceed more than 5% of the total area of the land.

4. Petroleum Production Land

4.1 Rating Objective:

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

i construction and maintenance of public infrastructure;

ii development and provision of health and community services; and

iii provision of general support services; and

iv That the equitable contribution made by petroleum land recognises the income generating capability and tax deductibility of council rates, which is not available to the majority of the residential sector.

Types and Classes
Rateable land having the relevant characteristics described at point 2.3.4 in this attachment.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

Geographic Location
As described in Schedule A.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2023.

5. Industrial Land

5.1 Rating Objective:

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

i construction and maintenance of public infrastructure;

ii development and provision of health and community services; and

iii provision of general support services; and

iv Enhancement of the economic viability of the industrial sector through targeted programs and projects; and

v 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 majority of the residential sector.

Types and Classes
Rateable land having the relevant characteristics described previously at point 2.3.5 in this attachment.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

Geographic Location
Wherever located within the municipal district.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2023.

6. Commercial Land

6.1 Rating Objective:

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

i construction and maintenance of public infrastructure;

ii development and provision of health and community services; and

iii provision of general support services; and

iv enhancement of the economic viability of the commercial sector through targeted programs and projects; and

v 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 majority of the residential sector.

Types and Classes
Rateable land having the relevant characteristics described previously at point 2.3.6 in this attachment.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

Geographic Location
Wherever located within the municipal district.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2023.

7. Mixed Use Land

7.1 Rating Objective:

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

i construction and maintenance of public infrastructure;

ii development and provision of health and community services; and

iii provision of general support services; and

iv enhancement of the economic viability of the industrial sector through targeted programs and projects; and

v That the equitable contribution made by mixed use land recognises the income generating capability and tax deductibility of council rates, which is not available to the majority of the residential sector

Types and Classes
Rateable land having the relevant characteristics described previously at point 2.3.7 in this attachment.

Use and Level of Differential Rate

The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

Geographic Location
Wherever located within the municipal district.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2023.

8. The Point – Residential Land

8.1 Rating Objectives:

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

i construction and maintenance of public infrastructure;

ii development and provision of health and community services;

iii provision of general support services; and

iv management of environmentally sensitive land.

8.1.2 To ensure that, following the development of the Point Land, and transfer to Council 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 Council's management responsibilities will be made by the ratepayers in respect of that land.

Types and Classes
Rateable land having the relevant characteristics described previously at point 2.3.8 in this attachment.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

Geographic Location
As described in Schedule A.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2023.

9. The Point – Vacant Land

9.1 Rating Objectives:

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

i construction and maintenance of public infrastructure;

ii development and provision of health and community services;

iii provision of general support services; and

iv to encourage the prompt development of vacant land to attract new residents and businesses to the City of Greater Geelong; and

v management of environmentally sensitive land.

9.1.2 To ensure that, following the development of the Point Land, and transfer to Council 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 Council's management responsibilities will be made by the ratepayers in respect of that land.

Types and Classes
Rateable land having the relevant characteristics described previously at point 2.3.9 in this attachment.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

Geographic Location
As described in Schedule A.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2023.

10. The Point – Commercial Land

10.1 Rating Objectives:

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

i construction and maintenance of public infrastructure;

ii development and provision of health and community services;

iii provision of general support services; and

iv enhancement of the economic viability of the industrial sector through targeted programs and projects; and

v 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 majority of the residential sector; and

vi management of environmentally sensitive land.

10.1.2 To ensure that, following the development of the Point Land, and transfer to Council 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 Council's management responsibilities will be made by the ratepayers in respect of that land.

Types and Classes
Rateable land having the relevant characteristics described previously at point 2.3.10 in this attachment.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

Geographic Location
As described in Schedule A.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2023.

11. Cultural and Recreational Land

11.1 Has the characteristics of Recreational land as defined by the Cultural and Recreational Lands Act 1963.

Types and Classes
Rateable land having the relevant characteristics described previously at point 2.4.1 in this attachment.

Use and Level of Differential Rate
The differential rate will be used to fund some of those items of expenditure described in the Budget adopted by Council.

Geographic Location
As described in Schedule A.

Use of Land
Any use permitted under the Greater Geelong Planning Scheme.

Planning Scheme Zoning
The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the Greater Geelong Planning Scheme.

Types of Buildings
All buildings which are now constructed on the land or which are constructed prior to 30 June 2023

CITY OF GREATER GEELONG
WADAWURRUNG COUNTRY
PO Box 104, Geelong VIC 3220
P: 5272 5272
E: contactus@geelongcity.vic.gov.au
www.geelongaustralia.com.au

CUSTOMER SERVICE CENTRE
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CITY OF GREATER GEELONG

MINUTES

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SUBMISSIONS REVIEW PANEL HEARING -

2022-23 to 2025-26 Proposed Budget, Revenue & Rating Plan and Proposed Sale of Council Land (Buildings)

Wednesday, 8 June 2022
6.00pm

City Hall, Geelong
57 Little Malop Street, Geelong 3220
LIVE STREAMED ON THE CITY'S WEBSITE:
www.geelongaustralia.com.au/meetings

COUNCIL:

Cr K Grzybek (Windermere Ward) – Chair
Cr T Sullivan (Bellarine Ward)
Cr J Mason (Bellarine Ward)
Cr S Mansfield (Brownbill Ward)
Cr P Murrihy (Brownbill Ward)
Cr B Harwood (Kardinia Ward)
Cr A Aitken (Windermere Ward)

CITY OF GREATER GEELONG

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Present: Cr K Grzybek (Chair), Cr T Sullivan, Cr J Mason, Cr S Mansfield, Cr P Murrihy, Cr B Harwood, Cr A Aitken

Also Present: Martin Cutter (Chief Executive Officer), Michael Dugina (Director Customer and Corporate Services), Robyn Stevens (Director Community Life), Guy Wilson-Browne (Director City Services), Gareth Smith (Director City, Planning and Economy), Sarah McKew (Manager Governance), Karen Olesnicky (Chief Financial Officer), Narelle O'Shea (Head of Financial Planning & Analysis), Jonathon Daly (Manager Urban Design and Heritage), Travis Kirwood (Manager Property, Procurement and Assets), Leeanne Higgins (Coordinator Property and Leasing), Dianne Chrimes (Executive Assistant Customer and Corporate Services)

Opening: The Chair declared the meeting open at 6.00pm.

1. PROCEDURAL MATTERS

1.1. Acknowledgement of Country

Council acknowledges the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past and present. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

1.2. Chairperson - Welcome

1.3. Apologies

Cr S Asher (Mayor), Cr B Harwood, Cr E Kontelj, Cr R Nelson, Cr B Moloney.

1.4. Declarations of Conflicts of Interest

Cr Kylie Grzybek declared a conflict of interest during the meeting when the subject of the Master Plan for the Lara Recreation Reserve was referenced briefly, as Cr Grzybek is an office bearer of a sports club that utilises the reserve. Cr Grzybek did not leave the meeting given the brevity of the reference.

1.5. Conduct for Hearing Submissions

The Chair provided a brief description of how the panel hearing will be conducted for the benefit of submitters.

2. SUBMISSIONS

2.1. Summary of Submissions

	Total Number of Submitters	Number of Submitters attending
Proposed Budget	96	18
Proposed Revenue and Rating Plan	1	1
Proposed Sales of Council Land (Buildings)	40	6
	137	**25**

2.2. Hearing of Submitters

The following persons requested to speak to their submission at the hearing:

SUBMITTER	TOPIC	SUMMARY OF VERBAL SUBMISSION
1. John Winkler	Kyema Drive, Lara	• Request that the upgrade to drainage is brought forward to the 2022-2023 financial year, rather than 2025-2026 as proposed. • Request that the upgrade is sufficient enough for the revocation flood overlay • Request that there is no special rates and charges scheme as part of the upgrade
2. Shawny Smith	Kyema Drive, Lara	• Submitter was not in attendance.
3. James Pountney	Kyema Drive Lara	• Submitter was not in attendance.
4. John Hawkins	Kyema Drive Lara	• Submitter was not in attendance.
5. Anthony Hill	Kyema Drive Lara	• Submitter was not in attendance.
6. Shanna Elson	Kyema Drive Lara	• Submitter was not in attendance.
7. Pavla Chaloupka	Kyema Drive, Lara Connecting Communities & Growing Tourism – Lara to You Yangs Youth Hub/Centre for Lara	• Submitter was not in attendance.
8. Barry White	Funding to upgrade Sandy Creek Road	• Presenting on behalf of the Lara Care Group:

SUBMITTER	TOPIC	SUMMARY OF VERBAL SUBMISSION
	Advocacy & funding for Serendip Sanctuary Budget feedback	• Key objection was the omission of the upgrading of Sandy Creek Road. • Request that Council reconsider this due to the ongoing issues with safety and quarry trucks along this road. • Support was given for the application to rehabilitate the quarry conditional on the upgrade of Sandy Creek Road.
9. Marylyn Pettit	Sandy Creek Road, Lara	• Key objection was in regard to the omission of the upgrading of Sandy Creek Road. • Request that Council reconsider this due to the ongoing issues with safety. • Highlighted that this is the second time the project has been omitted from a budget presented by Council. • Highlighted the narrowness of the road, which is causing cars and trucks to veer of the road and create damage (pot holes / broken bitumen). • Traffic has increased and in turn the risk to users.
10. Imesh Kulasinghe	Outdoor Pool operations during winter	• Submitter was not in attendance.
11. Andrew Jensen	Property valuation increases	• Submitter was not in attendance.
12. Lynne Dowling	Sladen Park Upgrade & Chilwell Library Redevelopment	• Submitter was not in attendance.
13. Richard Walsh	Review of driving range at Lara Golf Club	• Seeking funding be incorporated into the budget for the sum of $400,000 for the development of a driving range at the Lara Golf Club. • Important investment for the community. • The project would appeal to a wider range of users who would not typically use a golf course.

SUBMITTER	TOPIC	SUMMARY OF VERBAL SUBMISSION
		• The benefit to the community from a health and wellbeing perspective. • Increases the viability of the Lara Golf Club. Cr Murrihy asked for clarification regarding a previous funding relating to some driving bays • Richard clarified that this was a sum of $14,000 which was used to replace padding at the bays.
14. Richard Hockley	Upgrades at Memorial Park Leopold	• Submitter was not in attendance.
15. Phil Clohesy	Royal Geelong Yacht Club – Safe Harbour	• Project has moved, the funding is a joint agreement with State Government, Federal Government and the City of Greater Geelong. • Problem is meeting the budget shortfall of $1.5 million. • This shortfall has been created by the delay and the increase in inflation • For the project to proceed it must be fully funded. • A solution is required as soon as possible to avoid financial contract penalties of 1.5%. • The club is contributing an additional $1.75m. • Request that Council assist in meeting the budget shortfall. Cr Aitken asked for clarification on how the Yacht Club has tried to reduce the shortfall when reviewing the designs: • Phil responded by explaining the they have scaled back the size of the building and further value management has been done. • The club continues to have discussions regarding what materials can save costs. • Scaling the project back any further would be detrimental to the purpose of the project.

SUBMITTER	TOPIC	SUMMARY OF VERBAL SUBMISSION
16. Marc Occhipinti	Wallington Reserve	• Submitter was not in attendance.
17. Venessa Whittem	Urban Forest Strategy	• Representing Cool Geelong: • Concerns regarding the Geelong urban forest. • Insufficient detail in the published budget in regard to the tree planting program or the tree hollows application that is still not up and running. • Raised concerns around tree planting numbers against tree removal numbers. • Concerns around the decrease in tree coverage in areas such as Highton. • Request that the funding for preparation to make changes to the City of Greater Geelong Planning Scheme. • Increase funding for trees in the top 10 heat effected suburbs. • Additional funding for the street tree planning program. • Offer to provide Council with suggested amendment to the planning scheme. •
18. Kruno Jadjeric	Northern Geelong Warriors Football Club – Clubroom upgrade and Partnership Agreement Elcho Park watering and maintenance	• Operate on privately owned land. • Request a budget of $50,000 to cover the Clubs water charges. • As they are on private land they currently cover all of their own costs. • Request a budget $2.5 million for stage 3 of the master plan. • This would cover the cost of stage 3 works, refurbishing the Clubrooms, a new roof, and replacing the pitches. Cr Aitken asked a question in regard to the ownership of the land, and if there are any stakeholders in the property:

SUBMITTER	TOPIC	SUMMARY OF VERBAL SUBMISSION
		• No stakeholders. • They don't tend to operate on a surplus, any surplus if rolled over to the next budget to cover ongoing cost. • All funds are raised by membership or by the bar. • The funds go directly back into managing the clubs facilities. The zoning only allows use for recreation.
19. Jim Demetrious	Reduction to commercial/industrial rates	• Jim Demetrious was unable to attend but requested that the chair Cr Grzybek read out Jim's submission: • Concerns relating to the commercial rate charge to local businesses •
20. Michelle Heagney	Sale of Land 17 Reynolds Road, Belmont	• Submitter was not in attendance.
21. Hamish Hobday	Sale of Land 17 Reynolds Road, Belmont	• Representing GenU Belmont: • Currently has car parking issues. Clients need to park close by. • If the land is sold, where will these cars go, this may cause more cars parking in residential streets. • Long term future parking needs – there are large services and schools in the area.
22. Jonathan Ryan	Sale of Land 17 Reynolds Road, Belmont	• Submitter was not in attendance.
23. Jacinta Bolling	Sale of Land 17 Reynolds Road, Belmont	• Currently has car parking issues at school drop off and pick up. • Increased traffic could create a high risk to the safety of children crossing the road and riding their bikes. • If the land is sold, where will these cars go, this may cause more cars to park in residential streets.

SUBMITTER	TOPIC	SUMMARY OF VERBAL SUBMISSION
		• .
24. Patrick Blampied	Sale of Land Civic Carpark and 17 Reynolds Road, Belmont	• Submitter was not in attendance.
25. Jarred Crowe	Sale of Land Civic Carpark	• Submitter was not in attendance.

3. REPORTS

3.1. Panel Consideration of Submissions made to the 2022-23 to 2025-26 Proposed Budget, Proposed Revenue and Rating Plan and Proposed Sale of Council Land (Buildings)

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

Purpose

1. The purpose of the Submissions Review Panel is to consider all submissions received for the 2022-23 to 2025-26 proposed Budget, proposed Revenue and Rating Plan and proposed Sale of Council Land (Buildings).

Background

2. Council endorsed for community consultation the 2022-23 to 2025-26 Proposed Budget (the proposed Budget), the proposed Revenue and Rating Plan and the proposal for the Sale of the Council Land (Buildings) on 26 April 2022. In accordance with the requirements of the *Local Government Act 2020* (the Act) and Council's Community Engagement Policy, the proposed budget, revenue and rating plan and sale of Council land were advertised inviting public submissions for a 28-day consultation period. The submission period closed at 5:00pm on Tuesday 24 May 2022.

3. The Submissions Review Panel is scheduled to meet on Wednesday 8 June 2022 at 6:00pm to consider the submissions received.

Key Matters

4. Council will receive a report from the Submissions Review Panel and consider recommendations as part of adopting the proposed Budget, proposed Revenue and Rating Plan and proposed Sale of Council Land (Buildings).

5. Council received 137 submissions in total with 96 being received on the proposed Budget, 1 on the proposed Revenue and Rating Plan and a further 40 submissions being received on the proposed Sale of Council Land (Buildings). Refer Attachment 1 for a list of submissions and topic in order of receipt.

6. Submissions have been grouped under each topic raised, listing the key point of the topic and officer response (refer Attachment 2). All submitters have received an acknowledgement of their submission.

RESOLUTION - Item 3.1

Cr Aitken moved, Cr Mason seconded -

That the Submissions Review Panel:

1. **Acknowledge the submissions received;**
2. **Thank the submitters for their submissions; and**
3. **Having heard all persons wishing to speak to their submissions, recommends that Council consider the submissions at the Council Meeting to be held on 28 June 2022.**

Carried

Financial Sustainability

7. The proposed budget has been developed with Council's ongoing commitment to sustainable budgeting and responsible financial management.

8. Key financial measures of operating ratio, liquidity, indebtedness and asset sustainability ratio are all within Council's approved risk levels.

Operating Result

9. The proposed Budget has been prepared in accordance with the direction provided by Council. The proposed budget as endorsed on 26 April 2022 has an underlying operating surplus of $107,000.

Capital Capacity

10. The additional capital capacity for the 4-year budget was $10 million, with $9.8 million (net of borrowings) being incorporated into the proposed budget.

Community Engagement

11. Public notice was published in the Geelong Advertiser and on social media sites on Wednesday 27 April 2027 to commence 28 days of community engagement.

Social Equity and Sustainability

12. The proposed Budget identifies the sources and allocation of resources to implement the many social initiatives that impact the community.

Relevant Law/Policy/Legal Implications

13. 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 for inspection or in printed copy upon request.

Alignment to Community Plan and Vision

14. This report aligns with Our Community Plan 2021-2025 strategic priority:
Strong local economy.

Conflict of Interest

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

Risk Assessment

16. Section 94 of the *Local Government Act 2020*, Council must prepare 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 28 June 2022.

Environmental Sustainability

17. There are no environmental implications relating the submissions review panel hearing.

Attachments

1. Submissions Hearing Panel Report Attachment 1 [**3.1.1** - 6 pages]
2. Submissions Hearing Panel Report Attachment 2 [**3.1.2** - 5 pages]

Attachment 1

Sub #	Topic	Organisation	Attending
SUBMISSIONS ON PROPOSED BUDGET			
1	Ocean Grove Bike Trail		Invited
2	Kyema Drive Drainage		Invited
3	Kyema Drive Drainage		**Attending**
4	FTE Expense and Increase in Strategy, People & Performance Division		Invited
5	Kyema Drive Drainage		Invited
6	Kyema Drive Drainage		Invited
7	Funding for Cowies Creek Masterplan		Invited
8	Kyema Drive Drainage		Invited
9	Kyema Drive Drainage		Invited
10	Kyema Drive Drainage		**Attending**
11	Kyema Drive Drainage		**Attending**
12	Connecting Communities & Growing Tourism - Lara to You Yangs		**Attending**
13	Kyema Drive Drainage		Invited
14	Zero-emissions target		Invited
15	Kyema Drive Drainage	Panther Tyres	Invited
16	Playground equipment for Lovely Banks		Invited
17	Barrabool Road Wandana Heights Road Safety Concerns & Drewan Park Lighting		Invited
18	Waurn Ponds Skatepark and BMX track		Invited
19	Kyema Drive Drainage		Invited
20	Kyema Drive Drainage		Invited
21	Kyema Drive Drainage		Invited
22	Kyema Drive Drainage		Invited
23	Kyema Drive Drainage		Invited
24	Kyema Drive Drainage		Invited

Sub #	Topic	Organisation	Attending
SUBMISSIONS ON PROPOSED BUDGET			
25	Kyema Drive Drainage		Invited
26	Kyema Drive Drainage		Invited
27	Kyema Drive Drainage		**Attending**
28	Funding to upgrade Sandy Creek Road Advocacy and Funding for Serendip	TLC Group Lara Inc	**Attending**
29	Funding to upgrade Sandy Creek Road		**Attending**
30	Indented Head Infrastructure (Footpaths)	Indented Head Community Association Inc	Invited
31	Kyema Drive Drainage		**Attending**
32	Kyema Drive Drainage		**Attending**
33	Outdoor Pool operations during winter		**Attending**
34	Climate Change Response Plan		Invited
35	Kyema Drive Drainage		Invited
36	Various		Invited
37	Kyema Drive Drainage		Invited
38	Kyema Drive Drainage		Invited
39	Kyema Drive Drainage		Invited
40	Kyema Drive Drainage		Invited
41	Strategic Directions in 2022-23 Budget		Invited
42	Kyema Drive Drainage		Invited
43	Kyema Drive Drainage		Invited
44	Kyema Drive Drainage		Invited
45	Kyema Drive Drainage		Invited
46	Property Valuation Increases		**Attending**
47	Kyema Drive Drainage		Invited
48	Kyema Drive Drainage		Invited
49	Kyema Drive Drainage		Invited
50	Kyema Drive Drainage		**Attending**

Sub #	Topic	Organisation	Attending
SUBMISSIONS ON PROPOSED BUDGET			
51	Kyema Drive Drainage		Invited
52	Lara Sporting Precinct Masterplan	Lara Sporting Club & resident	Invited
53	Kyema Drive Drainage		Invited
54	Funding for retail stores in Lara and Portarlington		Invited
55	Kyema Drive Drainage		Invited
56	Kyema Drive Drainage		Invited
57	Kyema Drive Drainage		Invited
58	Sladen Park upgrade and Chilwell Library Redevelopment		**Attending**
59	Review of Driving Range at Lara Golf Club	Lara Golf Club	**Attending**
60	Kyema Drive Drainage		Invited
61	Budget Funding for Environmental Services		Invited
62	Kyema Drive Drainage		Invited
63	Kyema Drive Drainage		Invited
64	Kyema Drive Drainage		Invited
65	Kyema Drive Drainage		Invited
66	Kyema Drive Drainage		Invited
67	Kyema Drive Drainage	Town & Country Pizza Lara	Invited
68	Kyema Drive Drainage		Invited
69	Kyema Drive Drainage		Invited
70	Upgrades at Memorial Park Leopold	Leopold Football Netball Club	**Attending**
71	Youth Hub/Centre for Lara		**Attending**
72	Kyema Drive Drainage		Invited
73	Kyema Drive Drainage		Invited
74	Kyema Drive Drainage		Invited
75	Safe Harbour	Royal Geelong Yacht Club	**Attending**

Sub #	Topic	Organisation	Attending
SUBMISSIONS ON PROPOSED BUDGET			
76	Wallington Reserve	Wallington Cricket Club	**Attending**
77	Kyema Drive Drainage		Invited
78	Kyema Drive Drainage		Invited
79	Kyema Drive Drainage		Invited
80	Kyema Drive Drainage		Invited
81	Kyema Drive Drainage		Invited
82	Kyema Drive Drainage		Invited
83	Barwon Heads Transport Study	Barwon Heads Association	Invited
84	Barwon Heads Transport Study	Barwon Heads Association	Invited
85	Fyans Street Drainage	Rollerway Skate Centre	Invited
86	Urban Forest Strategy	CoolGeelong - a group working to improve Geelong's urban forest	**Attending**
87	Climate Change Response Plan	Geelong Sustainability	Invited
88	Lara Sporting Precinct Masterplan	Lara Sporting Club	Invited
89	Urban Forest Strategy	Cool Geelong (Group)	Invited
90	Kyema Drive Drainage		Invited
91	Kyema Drive Drainage		Invited
92	Clubroom Upgrade	North Geelong Warriors Football Club	**Attending**
93	Partnership Agreement - Elcho Park watering and maintenance	North Geelong Warriors Football Club	**Attending**
94	Kyema Drive Drainage		Invited
95	Kyema Drive Drainage		Invited
96	Budget Feedback (Late Submission)	Geelong West Business Association	Invited
SUBMISSIONS ON PROPOSED REVENUE AND RATING PLAN			
1	Reduction to commercial and industrial rates		**Attending**

Sub #	Topic	Organisation	Attending
SUBMISSIONS ON PROPOSED SALE OF COUNCIL LAND (BUILDINGS)			
1	Sale of Council Land (Buildings) - Civic Carpark		Invited
2	Sale of Council Land (Buildings) - Civic Carpark		**Attending**
	Sale of Council Land (Buildings) - 17 Reynolds Road		
3	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
4	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
5	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
6	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
7	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
8	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
9	Sale of Council Land (Buildings) - 17 Reynolds Road		**Attending**
10	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
11	Sale of Council Land (Buildings) - 17 Reynolds Road	Belmont Bowling Club	Invited
12	Sale of Council Land (Buildings) - Civic Carpark		**Attending**
	Sale of Council Land (Buildings) - 17 Reynolds Road		
13	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
14	Sale of Council Land (Buildings) - Civic Carpark		Invited
15	Sale of Council Land (Buildings) - Civic Carpark		Invited
	Sale of Council Land (Buildings) - Busport		
16	Sale of Council Land (Buildings) - 17 Reynolds Road		**Attending**
17	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
18	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
	Sale of Council Land (Buildings) - Civic Carpark		
19	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
	Sale of Council Land (Buildings) - Busport		
20	Sale of Council Land (Buildings) - 17 Reynolds Road		**Attending**
21	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
	Sale of Council Land (Buildings) - Civic Carpark		
	Sale of Council Land (Buildings) - Busport		
22	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
23	Sale of Council Land (Buildings) - 17 Reynolds Road		**Attending**
24	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
25	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
26	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited

Sub #	Topic	Organisation	Attending
SUBMISSIONS ON PROPOSED SALE OF COUNCIL LAND (BUILDINGS)			
27	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
	Sale of Council Land (Buildings) - Civic Carpark		
	Sale of Council Land (Buildings) - Busport		
28	Sale of Council Land (Buildings) - Civic Carpark		Invited
	Sale of Council Land (Buildings) - Busport		
29	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
30	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
31	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
32	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
33	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
34	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
35	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
36	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
37	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
38	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
39	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited
40	Sale of Council Land (Buildings) - 17 Reynolds Road		Invited

Attachment 2

Submission by Topic	# Of sub Received	Summary of Key Themes
SUBMISSIONS ON PROPOSED BUDGET		
Kyema Drive Drainage	63	Requesting the budget funding of $1.3m allocated in 2024-25 and 2025-26, be brought forward and design and construction be undertaken in the 2022-23 financial year. Also requesting no Special Rates and Charges Scheme is applied to the works
Barrabool Road Wandana Heights Road Safety Concerns & Drewan Park Lighting	1	Concerns raised regarding pedestrian safety in Wandana Heights, requesting thought be put into the footpath along Barrabool Road. Requests for traffic measures along Barrabool road, including bike path, pedestrian crossing, and traffic lights/roundabout at busy intersections. Requesting lighting and playground be fixed at Drewen Park.
Connecting Communities & Growing Tourism - Lara to You Yangs	1	Funding for a proper walking path/bike path connecting the You Yangs along Flinders Avenue next to the Serendip Sanctuary.
FTE Expense and Increase in Strategy, People & Performance Division	1	Request for information regarding the reasons for the increase in FTE expense in Strategy, People & Performance Division
Ocean Grove Bike Trail	1	Seeking budget commitment for the construction of the Ocean Grove Bike Track. Significant private planning work and council design funding has been committed previously.
Council's Zero-Emissions Target	1	Request for Council to demonstrate evidence in the Proposed 2022-23 Budget of leadership or commitment on achieving it's ambitious municipality-wide zero-emissions target.
Climate change response plan	2	Commenting on Council's allocation of $95,000 funding to respond to Climate Change and lack of leadership an d response to community's climate concerns on this matter
Request for Playground Equipment- Lovely Banks	1	Request for a simple swing and slide to be put in the parkland reserve on Matthews rd Lovely Banks.
Operation of Outdoor Pools during winter season	1	Request for information regarding the cost of opening outdoors and the patronage of these pools during winter.
Various	1	Request for total funding for Councillor remuneration, proposed expenditure for laneways in Drumcondra and Rippleside Playground and rate increases for over 75's self funded retirees.
Council's Strategic Directions	1	Suggestions for Council to hold Renewable Jobs expo to support a carbon neutral future as well supporting the Strong Local Economy strategic direction. Council to work with developers to encourage more social housing
Property Valuation Increases	1	Submission raises concern over the large increase in property valuations and the data used to support this

Submission by Topic	# Of sub Received	Summary of Key Themes
SUBMISSIONS ON PROPOSED BUDGET		
		increase. Valuations should be based on land values and not capital improved value.
Waurn Ponds Skate Park & BMX Track	1	Current facility is rarely used and poorly maintained. Community would love to be involved in the design of any dirt bike track.
Indented Head Infrastructure	1	The Indented Head Community Association has been requesting long needed infrastructure spending for over 10 years. In early 2019 Bellarine Ward Highlights 2019/20 document for budget allocations - "Indented Head footpath project - $125,000 - Design and deliver 2.3km of footpath, following a public survey of the local community. To be delivered over three years" this has not been done. Seeking Council support and funding for urgent infrastructure needs.
Funding to upgrade Sandy Creek Road	2	Disappointment in the lack of funding in the 2022-23 budget for Sandy Creek Road resealing and upgrades as outlined in the Lara Traffic Management Plan.
Advocacy and Funding for Serendip	1	Disappointment with Council and the failure to make any provision of financial support for Serendip Sanctuary. CoGG to play a role in advocating for the Sanctuary.
Geelong Warriors Football Club - Clubroom Upgrade	1	The club is seeking a partnership agreement with the City of Greater Geelong for **$2,500,000.00** for the clubroom renovations. The original building comprising of the community hall, kitchen, bar, amenities and 2 changerooms and viewing stand is in poor condition and requires a full renovation. Similar to the Arena the roof is leaking, and the building is in desperate need of repair.
Budget funding for Environment Services	1	Submission responds to Council's allocation of 1% of total budget to address environmental issues
Barwon Heads Transport and Parking Strategy	2	Submission responds to Council's omission of funding in 2022-23 budget to implement findings from Transport & Parking Strategy.
Fyans Street Drainage	1	Seeking to see if the budget supports any drainage works in Fyans Street to minimise flooding in the area, including properties along Lambert Street.
Urban Forests	1	Submission requests Council spend more resources increasing the urban forest.
Lara Sporting Precinct Masterplan	2	Request for additional funding for Stage 3 works of the Masterplan.
Partnership Agreement - Elcho Park watering and maintenance	1	Submission for the inclusion within the 2022-23 Community Investment & Support Fund for a partnership agreement for **$50,000** +GST for the maintenance and watering of Elcho Park Reserve located at 15 Gibbons Road Lara. The support

Submission by Topic	# Of sub Received	Summary of Key Themes
SUBMISSIONS ON PROPOSED BUDGET		
		of council is essential to allow the club to continue to operate from Elcho Park Reserve.
Sladen Park upgrade and Chilwell Library Redevelopment	1	Applaud Council for the commitment to the renewal and redevelopment of Chilwell Library. Seeking support and funding towards the adjoining but rather neglected Sladen Park under its asset renewal works.
Funding for retail stores in Lara and Portarlington	1	Support for Lara getting their Own Independent Hardware Store or Portarlington getting their own Butcher & Greengrocer. They haven't got any of them at the moment.
Review of Driving Range at Lara Golf Club	1	Seeking support for the development of a driving range at Lara Golf Club. A driving range will bring in additional revenue and members and will lead to further sustainability of the course in the future.
Wallington Reserve	1	Submission requests Council bring forward allocated funding for the redevelopment of Wallington Reserve to 2022-23.
Youth Hub/Centre for Lara	1	Lara needs a Youth Centre / Hub, we are one of the most growing areas in Geelong and there is not much for young youth in Lara. Will the Lara Community Hub have a youth hub included where young people can socialise and interact with other young people in the community? We need a centre that develops young people's skills and interests and support alternative pathways to education and employment. Somewhere where they can go and relax and connect that is not just about sport but arts, music and multiculturalism.
Upgrades at Memorial Park Leopold	1	Disappointment not to see further funding in budget to invest in a new Oval 2 pavilion to support football and cricket for both junior and women's sport. Also, there is the need for a 1/2 netball court to allow for additional netball training and warm-up area. There is also a significant need to fix up the significant parking issues between the Tennis club and the Football/Netball and Cricket Clubs that share the use of Memorial Park Leopold. All 3 of these items that the Leopold Clubs see as a priority have been endorsed by our Mayor and our Bellarine Ward Councillor Stephanie Asher with a commitment if elected to provide **$3.25 mill.** to commit to these projects.
Cowie's Creek Masterplan Funding	1	Seeking the Cowie's Creek Masterplan to be prioritised and funded in the 2022-23 budget.

Submission by Topic	# Of sub Received	Summary of Key Themes
SUBMISSIONS ON PROPOSED REVENUE AND RATING PLAN		
Reduction to Commercial and Industrial Rates	1	Submissions calls on Council to further reduce the commercial and industrial rate to 1.5 time the residential rate withing the 4 year forward estimates.

Submission by Topic	# Of sub Received	Summary of Key Themes
SUBMISSIONS ON PROPOSED SLAE OF COUNCIL LAND (BUILDINGS)		
17 Reynolds Road Belmont	13	Loss of parking which supports healthcare for staff and patients parking and education, for school and daycare access and immunisation clinics.
	7	Requests to retain for public parking to support local businesses that are health and community services. Objection to sale of carparking
	10	Would result in increase in on street parking
	9	Objection due to traffic congestion which the development of this site would further impact.
	5	Loss of parking and more development would increase traffic, impacting safety of children attending school and kindergarten and pedestrians
	3	Loss of tenpin bowling centre
	1	Parent for school drop off doesn't want paid parking
	1	Believes there should have been more consultation
	1	School had used vacant land at the rear – would like to purchase this part
	1	May cause unauthorised parking on private Bowls Club
	1	Increase cost burden for lease of MCH
21 Gheringhap Steet Geelong (Civic Car Park)	3	Works in CBD - Parking needed for workers
	1	How does it align with Carparking Strategy?
	1	Risk of loss of parking after 10 years detrimental to businesses – renewal could be budgeted for.
	1	This carpark will become commercial with additional costs
	1	Owns business in CBD – already lost parking to bike lanes
	2	Loss of public parking detrimental to businesses
	1	Supportive of bike lanes, but believes City should maintain public carparking
	1	Report didn't give financial details about renewal of building after 10 years and cost of lease for light projection infrastructure
	1	Lack of consultation
	2	Impact on the lighting projections on City Hall with the infrastructure located in Civic Carpark
30-54 Brougham Street Geelong (Busport)	1	Loss of all day carparking for CBD based workers. Resulting increases in cost of parking Impacts on businesses

4. CLOSE OF MEETING

As there was no further business the hearing closed at 6.52 pm on Wednesday 8 June 2022.

2.2. Asset Plan 2022-2032

Source: **Customer & Corporate Services**
Acting Director: **Karen Olesnicky**

Purpose

1. To seek Council endorsement for the Asset Plan 2022-2032 following the community engagement process in accordance with the City's Community Engagement Policy.

Background

2. Section 92 of the *Local Government Act 2020* requires councils to adopt and keep in force a 10-year asset plan by 30 June 2022.

3. As mandated in the *Local Government Act 2020* and Council's Community Engagement Policy, officers undertook 10 hours of deliberative engagement In October 2021. Feedback from this engagement was incorporated into the Asset Plan.

4. The draft plan was presented to Council on 26 April 2022. Council endorsed the release of the Asset Plan 2022-2032 for public consultation for 30 days.

Key Matters

5. The Have Your Say page received 383 visits and six submissions were received. Community feedback received was supportive of the Asset Plan. A summary of those submissions is provided in point 12 in this report.

6. There were three participants at the feedback session. Participants in the various engagement forums will continue to be involved over the coming year.

7. Feedback received will be discussed with the relevant service managers for consideration in the 2023-24 Asset Management Plans.

8. Following community consultation, no content changes were made to the Asset Plan presented to Council on 26 April 2022 however the plan has received aesthetic enhancement.

RESOLUTION - Item 2.2

Cr Aitken moved, Cr Grzybek seconded -

That Council:

1. **Note the outcome of the community engagement and feedback received; and**

2. **Adopt the Asset Plan 2022-32.**

Carried

Financial Sustainability

9. This document is designed to provide a financially sustainable approach to all of Council's assets over a 10-year period.

Community Engagement

10. In November and December 2021 engagement was initiated including a survey to the City's Advisory Committees as well as five virtual community meetings (10 hours in total).

11. The five virtual community sessions explored service provision levels and proposed asset provision. Each of the three sessions had a separate focus and specific feedback and advice was provided accordingly. Some themes were evident, reflected in polling, community members' worksheets and reflections at the end of the process. The four key themes were:

    11.1. Equity, in terms of how and where assets and services are provided across the City of Greater Geelong, was consistently supported.

    11.2. Community engagement reiterated the direction the City is heading, which is making data-based decisions.

    11.3. Environmentally sustainable practices, in particular the use of suitable sourced products and the importance of adequate drainage to manage the increasing major rain events.

    11.4. The panel supported the need for a greater focus on improving existing infrastructure.

12. The draft Asset Plan 2022-2032 was released for a 30 day public consultation which included the "Have Your Say" page on the City's website from 27 April – 25 May 2022 and two community engagement drop in sessions which were held at the National Wool Museum on 18 May 2022 and the Armstrong Creek East Community Hub on 19 May 2022. An additional feedback session was held with the deliberative panel at City Hall on 18 May 2022. The Have Your Say page submissions focussed on:

    12.1. Support for the direction the City is heading, which is making data-based decisions and ensuring long term planning for asset renewal.

    12.2. Ensuring continued focus on environmental sustainability of infrastructure, and the urban design principles by which the City is constructed. Particular focus on provision for assets which reduce car dependency.

    12.3. Increased emphasis on parks and open space maintenance.

    12.4. Ensuring transportation infrastructure for Lara as development and traffic volumes in the town continue to grow.

    12.5. Petition from Indented Head Community to consider a range of local issues including upgrades to the community hall and footpaths. Provision of additional parking and facilities at Coach Road Reserve, public seating and a bus shelter. Decommissioning of a storm water drain as well as consideration of a number of projects in the road sealing program.

Social Equity and Sustainability

13. As stated in Section 2 of the Asset Plan, the purpose of asset planning is to ensure financial sustainability in our infrastructure delivery. The 10 year targets for renewal gap, renewal ratio and our backlog (page 16 of the Asset Plan), based on extensive modelling and data, provide assurance that our investment will enable us to be sustainable into the future.

14. Alignment of the Asset Plan and Social Infrastructure Planning process ensure that social equity and accessibility are forefront in our infrastructure investment decisions.

Relevant Law/Policy/Legal Implications

15. This Asset Plan is required to be adopted by 30 June 2022 in accordance with section 92 of the *Local Government Act 2020.*

Alignment to Community Plan and Vision

16. This report aligns with Our Community Plan 2021-2025 strategic priority:
    High-performing council and organisation.
    Sustainable growth and environment.
    Strong local economy.

17. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
    A prosperous economy that supports jobs and education opportunities.
    Sustainable development that supports population growth and protects the natural environment.

Conflict of Interest

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

Risk Assessment

19. Alignment of the Asset Plan and Social Infrastructure Planning process ensures that social equity and accessibility are forefront in the City’s infrastructure investment decisions.

Environmental Sustainability

20. As stated in Section 2 of the Asset Plan, environmental sustainability is a key consideration in the asset planning process. Environmental sustainability was highlighted as a concern in our community engagement. The plan incorporates a focus on water sensitive urban design assets and environmentally sustainable materials.

21. The Asset Plan confirms the City’s commitment to continue to develop climate ready asset management model in collaboration with the CSIRO. This work is an industry first and was presented at the IPWEA National Conference in May 2022.

Attachments

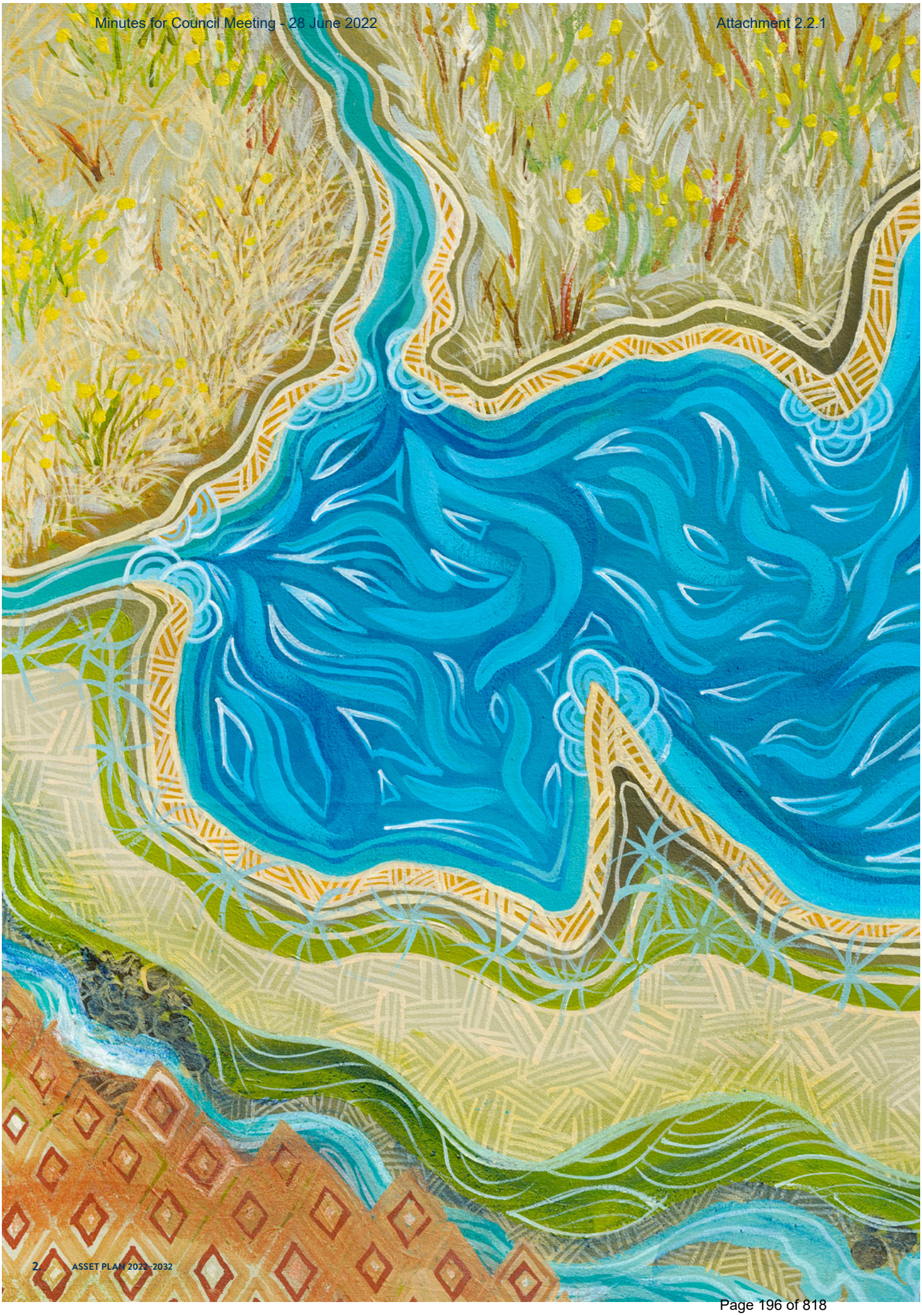
1. Asset Plan 2022-32 [**2.2.1** - 36 pages]

THE CITY OF
GREATER GEELONG

ASSET PLAN

2022–32

CITY OF GREATER
GEELONG



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Cover: Eastern Beach Reserve is located on the City's waterfront. The City manages over 2000 assets on the waterfront, valued at $33.8M.

Opposite: *Corio*, Dr Jenny Murray-Jones

We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past and present. We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

MAYOR AND CEO MESSAGE

As Greater Geelong evolves and expands, so do our goals and priorities for the region.

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

This Asset Plan will help us address the challenges and opportunities each of these changes presents.

In total, the City of Greater Geelong's asset base is now valued at $3.1 billion – a number that will continue to increase as we invest in new facilities across the region and inherit assets such as parks, roads, drainage and footpaths in newly developed areas.

To best serve our community, all of these assets must be maintained to a high standard, meaning a growing asset base places increasing pressure on our annual budget.

In response, the Council has made a strategic decision to allocate a progressively higher share of its budget towards asset renewal over the next 10 years. This document sets out a plan to raise the figure from $28.2 million in 2021–22 to $45.7 million by 2032.

This means that, while we will continue to deliver new facilities and infrastructure, we will have a stronger focus on renewing assets in already established areas so that they can continue to meet the community's needs.

Having been awarded the Institute of Public Works Engineering Australasia's Excellence in Asset Management Award in 2021, we're confident this plan will further strengthen the City's position as a leader in asset management within the local government sector.

Recognising the importance of making strategic decisions that reflect the needs and wishes of our community, the plan also delivers on Council's new deliberative engagement requirements under the *Local Government Act 2020*.

It will see us continue to work with partners, the community and key stakeholders to develop relationships that improve our capacity to plan and deliver timely infrastructure.

The key is in staying true to our values, while being adaptable enough to respond to evolving short-and-medium term circumstances and needs.

Our Asset Plan 2022–32 is a key component of the City's Integrated Planning Framework, which also includes the community's long-term clever and creative vision, *Our Community Plan 2021–25* and the *Long-Term Financial Plan*.

We are confident that it will go a long way towards ensuring Greater Geelong is a sustainable, flourishing and prosperous region, and we look forward to seeing it become a reality in the coming years.

Read on to learn how our strategic asset management direction will help guide our decision-making as we continue our path towards a clever and creative future.

Cr Peter Murrihy

Mayor
City of Greater Geelong

Martin Cutter

CEO
City of Greater Geelong

ASSET PLAN ON A PAGE

OUR ASSET STORY

$3.1 Billion Assets

Civil infrastructure assets

Social infrastructure assets

Environmental assets

Corporate assets

Delivering our services

HEALTH CHECK

$28.2M annual renewal budget

Renewal gap $26M

Annual difference between proposed and current spend

Backlog 4.9%

Value of assets that are currently very poor or failing

Renewal ratio 52%

Ratio of current budget and desired budget

AM maturity 53%

Maturity of our Asset Mmt systems and practice, culture

THE ROAD AHEAD

- Growth
- Demographic change
- Climate change
- Service needs and aspirations
- Technology
- Limited resources

OUR STRATEGY

VISION drives...

SERVICES drives...

INFRASTRUCTURE

Governance + culture

Policy + Strategic framework

Asset accounting

Skills, capabilities and culture

Lifecycle + long-term planning

Strategic asset management

Maintenance management

Information management

Asset information

Asset handover

OUR DESTINATION

GREATER GEELONG

A CLEVER and CREATIVE FUTURE

An inclusive, diverse, healthy and socially connected community.

A leader in technology.

A prosperous economy.

An attractive destination for visitors.

Sustainable solutions.

WHERE WE WANT TO BE

$45.7M Annual renewal budget

Renewal gap $8.6M

Renewal ratio 84.2%

AM maturity 80%

Figure 1: Asset plan on a page

City Hall
Central Geelong

EXECUTIVE SUMMARY

In line with the *Local Government Act 2020*, this plan sets out how our assets will be managed and maintained in a financially sustainable way over the next 10 years. It also details how we will meet the community's needs and interests through the management of our assets.

Our municipality is going through a period of significant growth. The biggest challenge we are facing is how we accommodate that growth while protecting our natural environment, preserving the liveability of our region and ensuring financial sustainability. This plan documents our approach to meeting this challenge through management of our $3.1 billion asset portfolio.

Section 1 sets out our planning framework and the suite of documents that form our asset management approach. Asset management is an integral component of the City's Integrated Reporting Framework. It aligns with our Council Plan, Community Vision, and Workforce and Financial Plan. The framework includes our policy and asset-class-specific asset management plans. These documents detail our service commitments and the 10-year capital works plan informing the City's Long-Term Financial Plan. Most importantly, our planning framework has been designed to ensure we meet our community's needs and interests.

Section 2 describes the current state of our asset portfolio and our 10-year targets. We have an asset backlog of 1.1 per cent. Our annual depreciation is $58 million, above the national average of 1.6 per cent. Our current position is relatively strong. Our objective is to ensure ongoing sustainability. Under the current spending levels, the portion of assets in very poor condition will rise to 4.9 per cent, creating a renewal gap of $26 million, and renewal ratio of 52 per cent. Our Asset Plan proposes an increase in average renewal spending of $17 million, reducing our renewal gap to $8.6 million and ensuring a renewal ratio of 86 per cent (within the target range 80–110 per cent).[1] These targets have been established based on industry guidelines, also taking into consideration affordability and the City's capacity to deliver the capital works program. The asset plan sets an ambitious target to improve our asset management capability from a maturity score of 56 per cent to 80 per cent.[2]

Section 3 sets out our roadmap for achieving these targets, including a detailed improvement plan. Our roadmap is formed around three strategic pillars:

- **Governance & Culture:** The City has established a governance framework overseen by the Asset Management Steering Committee and Corporate Asset Management Team. Our policy and Generation 1 plans are in place and will continue to strengthen. Continual refinement of roles and responsibilities and capacity across the organisation will remain a focus.
- **Lifecycle and long-term planning:** The City has ensured visibility of service levels and forecast spending. We have established Strategic Asset Management models across major asset classes. The journey with our community in deliberative engagement on these service levels started in 2021. We will continue to strengthen corporate maintenance management systems and service planning across the asset lifecycle. We will continue to strengthen this practice to ensure investment decisions are service driven, evidence based and aligned with community requirements.
- **Information Management:** The City is responsible for hundreds of thousands of individual assets, from bridges to playgrounds, jetties and road signs. We hold information on each individual asset. The numbers and condition of this infrastructure changes day by day. We will continue to ensure that the information we hold is reliable, consistent and appropriate to inform investment decisions.

We have made significant progress over the past three years in building our infrastructure planning framework and practice. This progress was recognised through the 2021 Institute of Public Works Engineers Excellence Award. However, as our improvement plan sets out, there is much work remaining. We will continue to strive to increase the maturity of our data and systems and the capabilities of our people.

The City of Greater Geelong considers financial prudence and management of infrastructure for future generations as part of our core service delivery objectives. We will continue to engage with our community to ensure investment decisions, and the services and assets we provide, are best aligned with their needs now and into the future.

1. Australian Financial Management Guidelines 2015.
2. IPWEA National Asset Management Assessment Framework

1. INTRODUCTION

Across the municipality, we have thousands of physical objects, as well as infrastructure that stretches for many kilometres. These assets include roads and drains, art objects and sculptures, jetties and boat ramps, and sports fields. In financial terms, these physical objects or assets are valued at approximately $3.1 billion of gross replacement cost.

The world is changing rapidly with climate change, rates of development and technological advancement. Our community is seeking a high level of responsiveness to these challenges and opportunities. Within local government, reforms enacted via the Local Government Act 2020 recognise the importance of such requirements. Asset management planning, as a component of the Act requires a clear and evidence-based approach, linking service needs and asset provision to long-term financial sustainability.

This Asset Plan outlines our 10-year plan to maintain, improve and invest in our assets in a strategic and innovative way. It sets out:

- an introduction to our City, our vision and Asset Management Planning Framework
- the state of the assets: both current and target states
- our strategy
- governance and culture
- lifecycle and long-term planning
- information management
- an action plan and progress monitoring.

OUR CITY

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 km2, 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. Key natural features of the region include Corio Bay, the Bellarine Peninsula, the Barwon River, the You Yangs Regional Park, wetlands, parklands and wildlife sanctuaries.

Our region is made up of Geelong and its surrounding suburbs, rural and coastal townships and rural, agricultural and coastal landscapes.

The Wadawurrung people are the Traditional Owners of this area. As custodians of the land, their history, knowledge and passion continue to inform and shape the environmental practices of today.

Our region is under immense pressure from development – our population is expected to grow to 387,900 by 2036. The Greater Geelong municipality is the most populated region in Victoria outside of metropolitan Melbourne. Our 2.29 per cent projected growth will have implications for both our built and natural environments.

Our community's 30-year vision states that "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 vision 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

Figure 2: Location plan

ASSETS AND THE INTEGRATED PLANNING FRAMEWORK

The introduction of the Asset Management Accountability Framework in Victoria and Local Government Act (Planning and Reporting) Regulations 2020 have brought about the most significant raft of reforms in 30 years.[3] This has driven key changes in our strategic planning and reporting arrangements.

The Act requires councils to show clear linkages between community aspirations and long-term finance and asset management plans. It also requires services and asset planning to be integrated and for all planning to be undertaken based on deliberative community engagement. The recent Act amendments introduced:

- long-term planning horizons (10+ years) impacting the community vision, finance and asset plans
- medium-term planning horizons (4+ years) for the council plan, workforce plan, and revenue and rating plan and
- short-term planning horizons for budgeting, with accountability via annual reporting

The City's Integrated Strategic Planning and Reporting Framework was formed in 2021 in response to these changes.

THE ASSET PLAN

Section 92 of the Local Government Act (the Asset Plan) sets out a number of requirements councils must meet regarding management of their assets and infrastructure.[4] The Act states that councils must develop, adopt and keep in force an Asset Plan that:

- covers a planning horizon of at least the next 10 financial years
- includes information about maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning in relation to each class of infrastructure asset under the control of the council
- addresses any other matters (relevant to the asset class) prescribed by the regulations
- Is developed or reviewed in accordance with the deliberative engagement practices section of the council's community engagement policy.

One of the fundamental shifts in the amended Act is

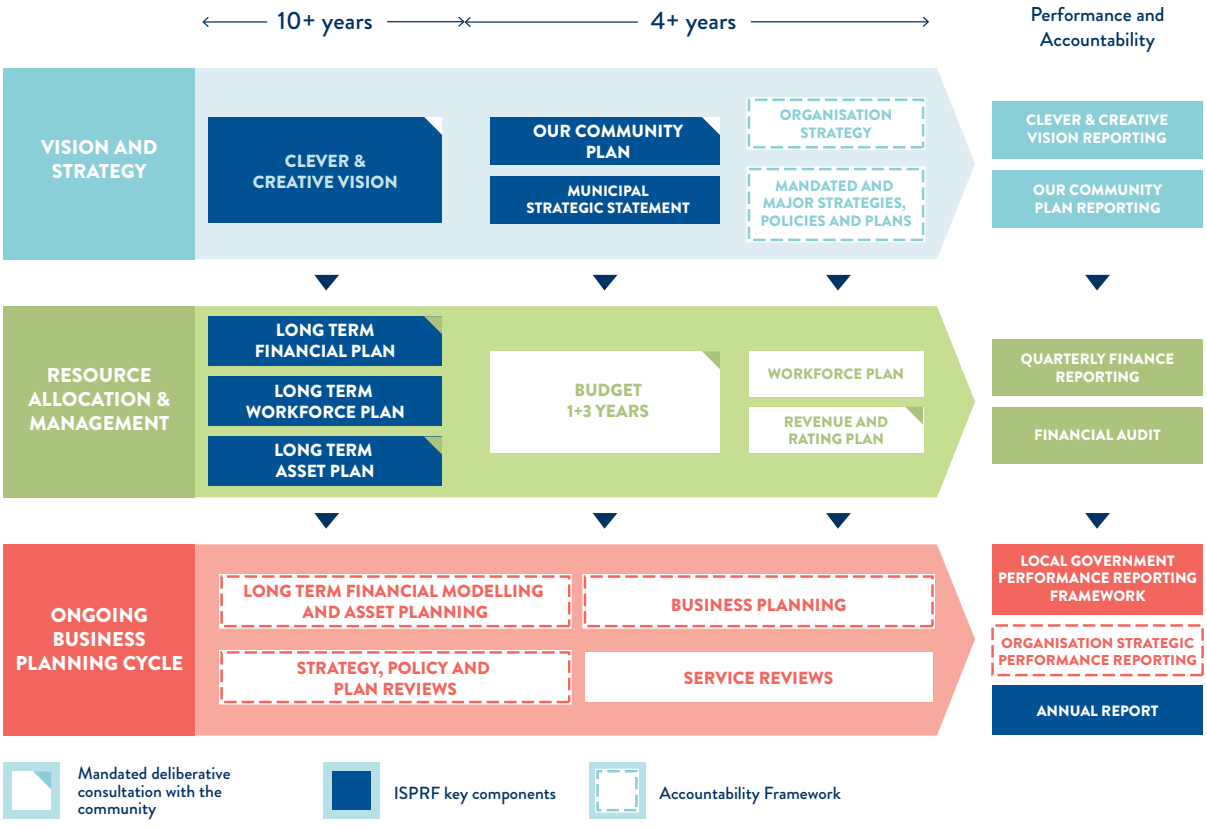


Figure 3: Integrated planning framework

3. https://www.localgovernment.vic.gov.au/council-governance/local-government-act-2020
4. Local Government Victoria Asset Plan Guidance (2022) notes that compliance with the act will require Councils to report against Governance and Management Checklist on the Know Your Council website.

a move away from a prescriptive to a principles-based approach. How each organisation meets the principles outlined above is determined by the organisation.

This document forms the City's 10-year Asset Plan. The Asset Plan provides a summary of the 10-year capital works plans drawn from the individual asset class asset management plans, along with the sustainability ratios and state of the City's overall asset health. We recognise that the Asset Plan, underpinned by levels of service, will inform the long-term financial plan.

The Asset Plan is informed by local planning documents, including the *Social Infrastructure Plan 2020–2023*, and *Stormwater Services Strategy 2020–2030*. These documents establish strategic service levels designed to inform renewal planning around target asset condition, criticality, capacity and fitness for purpose. They also identify requirements for new assets, asset upgrades, relocation and disposal.

The asset management planning process (Asset Plan) and its relationship to organisational processes is shown in Figure 3.[5]

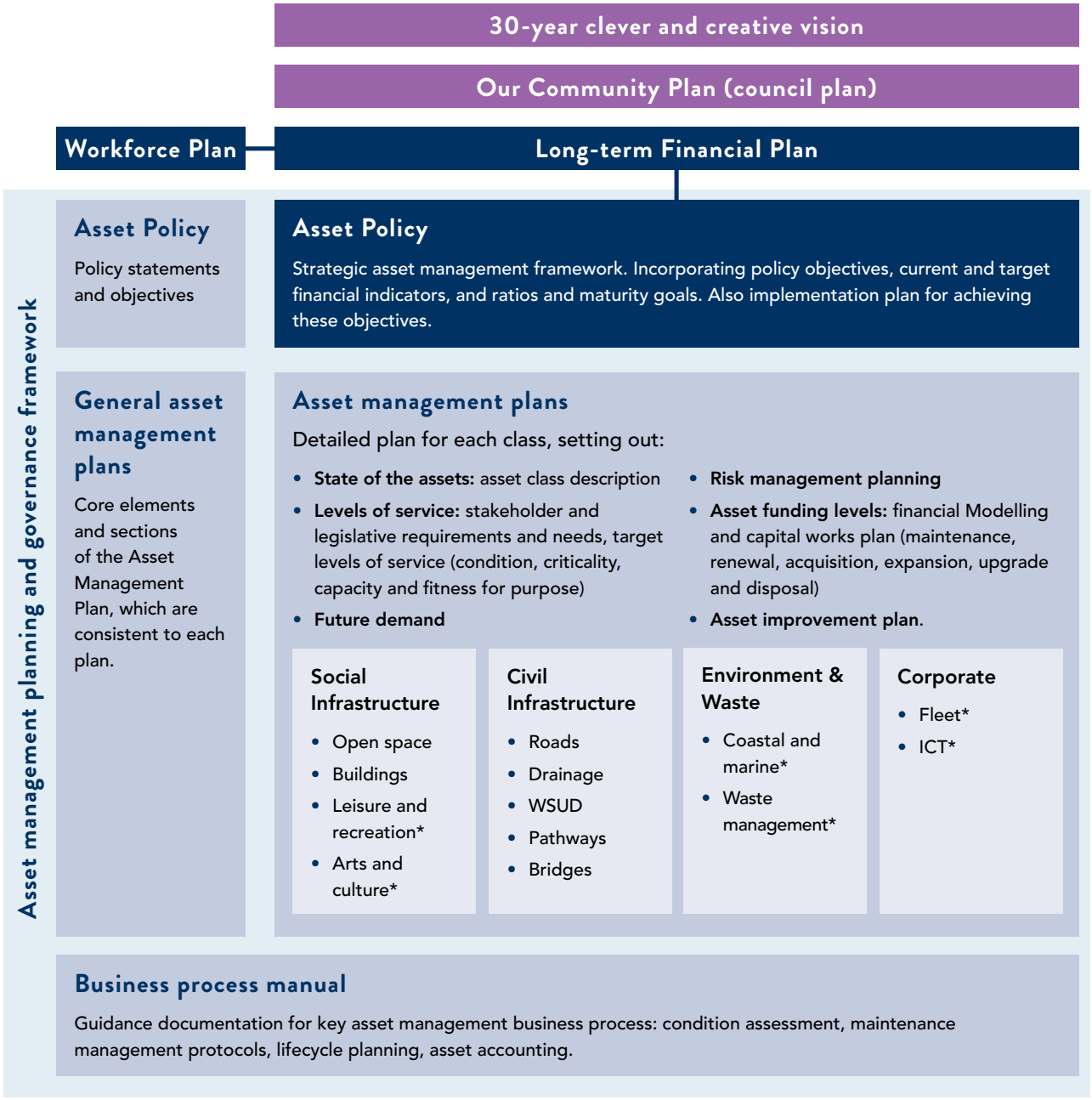


Figure 4: Asset planning documents

5. https://www.localgovernment.vic.gov.au/council-governance/local-government-act-2020/principles-of-the-local-government-act-2020

OUR DESTINATION

Through our asset management practice, we will work towards the community's clever and creative vision. Each of these elements forms a project stream within this plan.

Sections 4–7 are dedicated to elaborating the steps within each stream. The metrics by which we will measure our progress towards this destination are set out in the following section.

GOVERNANCE AND CULTURE	LIFECYCLE PLANNING AND COMMUNITY	INFORMATION MANAGEMENT
Governance and culture is transparent and accountable • Our governance framework will respond to the organisation's needs. • The vision for this framework will be outlined in our Asset Plan. • Our asset management roles and responsibilities are clear and understood.	**We are strategic** • We take a lifecycle approach to the management of our assets and ensure the financial sustainability of the City through the Long-Term Financial Plan, informed by our asset management plans. • Asset investment decisions are informed by asset information and strategic asset management modelling, thus ensuring they are evidence-based. • All proposed works are assessed against our strategic objectives and include whole-of-lifecycle costs as part of the project evaluation. We adopt the principle 'renew before new'. • We adopt a risk-based approach to asset management. **We are community-driven** • Service planning informs our asset management practices and decisions. Stakeholder consultation informs asset management and service planning outcomes. • Assets exist to provide agreed levels of service to the community. Asset management systems and planning will be informed and integrated with service planning systems, data and insights across the organisation. • We actively engage with all stakeholders in determining the levels of service and driving asset performance.	**We are evidence-based** • We invest and resource our asset management information system to ensure the reliability and suitability of our asset information.

Figure 5: Our destination

Skate park at Shell Road Reserve, Ocean Grove

Eastern Beach on the Geelong Waterfront

2. THE STATE OF OUR ASSETS

The City of Greater Geelong is responsible for thousands of physical objects and pieces of infrastructure throughout the municipality. Understanding the current state of these assets, their service performance, costs, and risks, enables us to plan and prioritise maintenance and management to best meet the needs of the community.

This section sets out a summary of asset values, condition and asset performance. The range of assets we managing is vast – from roads to sea walls, sculptures, footpaths, buildings and football fields. In the case of some assets, such as roads, bridges and buildings, their lifespan can be 50–100 years or more.[6]

When we consider asset performance, we consider current state but, most importantly, take a long-term view in order to ensure future sustainability and minimise any burden on future generations. This section presents the anticipated performance of our $3.1 billion asset portfolio over the next 10 years.

This plan presents a high-level summary of the state of the assets and their sustainability. Detailed data on each asset class, as well as intervention levels and service monitoring, future financial sustainability options and consequences, can be found in the relevant asset management plan.

PERFORMANCE INDICATORS

A number of key indicators are used to represent asset performance, levels of service and future financial sustainability. The following terms are used in this section:

METRIC	DEFINITION[7]
Replacement value	The cost of replacing the asset using either reproduction or modern equivalents.
Written-down value	The amount at which an asset is recognised after deducting depreciation and impairment losses.
Annual average depreciation	The systematic allocation of the depreciable amount of a non-current asset over its useful life, which reflects the pattern in which the non-current asset's future economic benefits are expected to be consumed by the entity.
Remaining service potential	A measure of how much service capacity is left in an asset as of the measurement date.
Condition	The physical asset health measured on a 0–6 scale (where 0 is 'new' and 6 is 'impaired').
Backlog	The proportion of assets in condition 5 or 6 ('very poor' or 'impaired') and expressed in replacement cost.
Renewal ratio	Ratio of planned expenditure (available budget) to desired expenditure (LoS based).
Sustainability ratio	Planned renewal expenditure against average depreciation. Financial indicator.
Renewal gap	Average annual difference between a planned budget (excluding new assets and upgrades) and the desired renewal budget. Typically recommended to be measured over 10 years.

Table 1: Key performance indicators that measure asset performance

6. Our assets are referred to as fixed assets because, unlike liquid assets, their value is realised over time.
7. Refer also to City of Greater Geelong Non-Current Asset Accounting Policy.

ASSET PORTFOLIO: DESCRIPTION

Our assets are grouped into four categories. These categories reflect our organisational structure and strategic service planning frameworks:

- civil infrastructure assets
- social infrastructure assets
- environmental assets
- corporate assets.

The total replacement value for each of these is shown in Figure 6.

Historically our civil assets, which represent around 60 per cent of the value of our assets, have been the focus of asset management planning. However, over the past two years, focus has increased on our social assets and relationship between asset planning and Social Infrastructure Plan.

Our environmental assets also represent significant value and, in the context of our Climate Response Strategy, are of fundamental importance to our community and region. In the coming years we will focus on the maturity of asset planning in this area. While representing a smaller proportion of the asset value, our corporate assets are critical to the operation of our corporate function.[8]

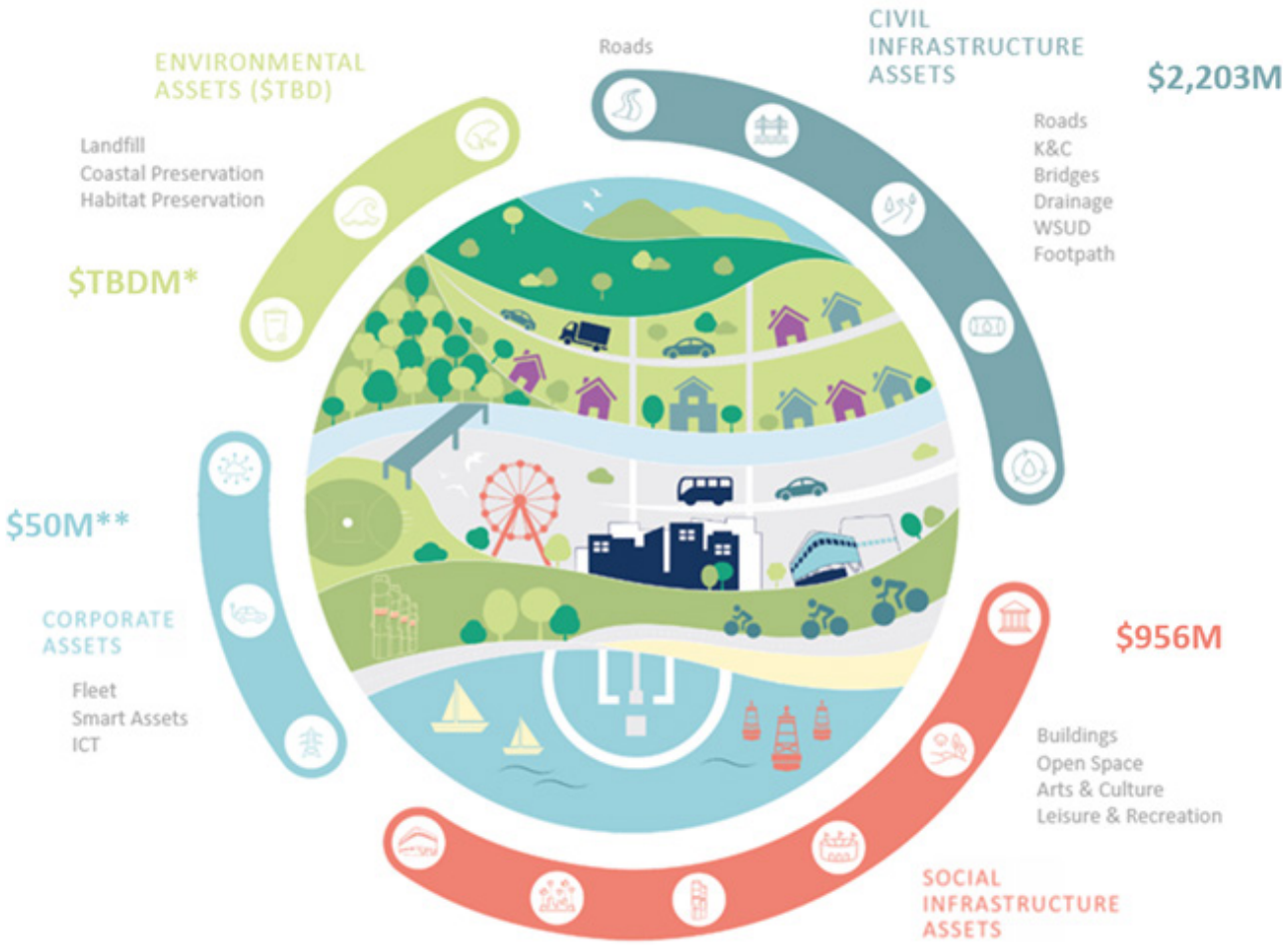


Figure 6: Percentage of total replacement value by asset class

8. Within our corporate assets, Fleet assets valued at $35m, Smart assets and ICT to be valued

ASSET CLASS	REPLACEMENT VALUE ($M)	WRITTEN-DOWN VALUE ($M)	AVG ANNUAL DEPRECIATION ($M)	CONDITION	BACKLOG (%)
Bridges	$61.2	$24.9	$1.2	1.98	0.08
Buildings	$668.2	$508.0	$9.5	1.43	0.02
Drainage	$642.3	$478.8	$6.9	1.62	4.11
Footpaths	$304.3	$156.1	$6.6	1.85	0.34
Kerb & channel	$257.4	$121.9	$4.6	1.18	0.06
Open space	$254.4	$124.7	$8.4	2.48	2.00
Roads	$867.9	$654.2	$19.8	1.47	0.00
Waterfront	$33.8	$16.6	$1.1	2.24	0.09
WSUD	$70.6	$52.6	$0.8	1.8	2.37
Total	$3,159.8	$2,137.8	$58.9	1.62	1.10

Table 2 Asset summary by class[9]

Table 1 presents the financial status and current performance of each asset class in terms of remaining service potential, condition and backlog. The asset class plans provide detailed descriptions on the detail in Table 1. It is anticipated that there will be an additional $20 million in non-material (corporate and environmental) assets.

There are a few points from these figures that should draw our attention:

- The condition of assets is predominantly in a healthy state, with over 80 per cent of the assets in Condition 1 and 2. As displayed on the chart below, the asset condition of the City assets is significantly better than national averages.[10]
- Over one per cent of assets are at condition 5, forming our current backlog.[11] However, there is no national data for comparison available.
- Annual depreciation across the portfolio is $58 million, equating to 1.8 per cent. This is above the national average of 1.6 per cent.[12]
- The remaining service potential is 68 per cent, four percentage points above the state average.[13]

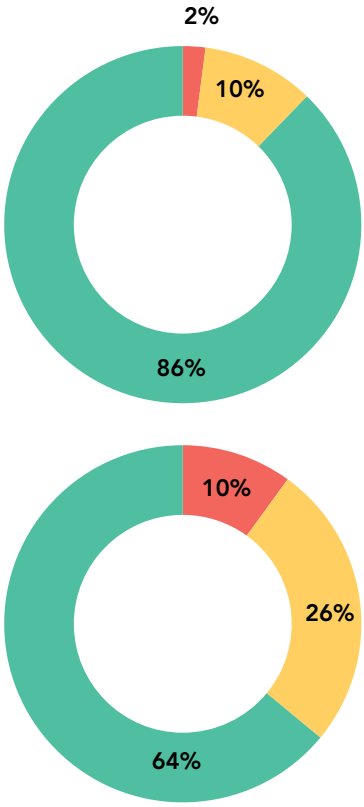


Figure 7: Condition distribution (City of Greater Geelong (top), national average (bottom).

9. Buildings and Open Space are currently being reviewed. Figures will be updated in June 2022; changes will only be a small margin.
10. 2021 National State of the Assets Report - Australian Local Government Association, Summary Report, 5.
11. 2021 National State of the Assets Report - Australian Local Government Association, Technical Report, 74.
12. 2021 National State of the Assets Report - Australian Local Government Association, Technical Report, 74.
13. 2021 National State of the Assets Report - Australian Local Government Association, Technical Report, 74.

CURRENT AND FUTURE STATE TARGETS

As mentioned, we consider current state and long-term views of asset performance to ensure sustainability and minimise any burden on future generations. The City has established detailed strategic asset management models across each asset class to ensure service levels, funding scenarios and anticipated outcomes are explored and understood.

Two key measures have been established in the plan to quantify and qualify our ability to achieve our corporate vision. These are the financial ratios and our asset management maturity measure.

Financial ratios

A key objective of the Asset Plan is to ensure the financial sustainability of the City's assets as they grow and age, and provide the services they require. We measure and track our sustainability through our financial ratios.

In broad terms, the City operates assets valued at $3.1 billion. This equates to $12,000 per head of population. To continue to provide services, we need to maintain, replace, rationalise and upgrade infrastructure. These assets are prone to natural wear and tear, and/or they may become functionally obsolete. In simple accounting terms, this equates to $45 million in annual depreciation. Our current capital expenditure, which replaces assets when they reach our service level thresholds, is around $30 million per annum, which equates to approximately $1200 per head of population.

We make a significant investment in community resources both through our assets, as well as the services they deliver. Clear communication about ratios and what they mean for the community is a priority for the City. These ratios are set out in Figure 8 (below).

The target state, or where we want to be, has been set based on a number of key considerations. Firstly, the City has a commitment to 'a sustainable approach.' This is defined as:

> "...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." [14]

From an asset management perspective, we aim to set our intervention standards to hold assets in a manageable state, while not creating a burden for future generations. The factors we've considered in establishing these targets include:

- Australian industry guidelines set a target of 0–3 per cent for Asset Backlog and 80 per cent for renewal ratio[15]
- assessing each individual asset management plan, the recommended scenarios and indicators for each class, and balancing these plans at the portfolio level
- considering affordability under the advice of the City's Chief Financial Officer, and Asset Management Steering Committee
- considering achievability – the capital works plan we are able to deliver across the 10 years.

Considering all these factors, and the guidance provided by IPWEA FPM guidelines, our targets may vary slightly with improved maturity in our data, community engagement and our models, however we will aim to carry a renewal gap of under $10 million per annum for our $3 billion asset stock.

Figures 9–11 have been provided as an illustration of the practical impacts of this strategy. From Figure 9, showing the current state of assets at our Eastern Beach location on the Waterfront, we can see the impact of maintaining current renewal spending (Figure 10) and adjusting it according to the proposed scenario (Figure 11). From this example alone, it is clear that the proposed scenario will lead to much better outcomes at this important City site, thus benefiting the broader community.

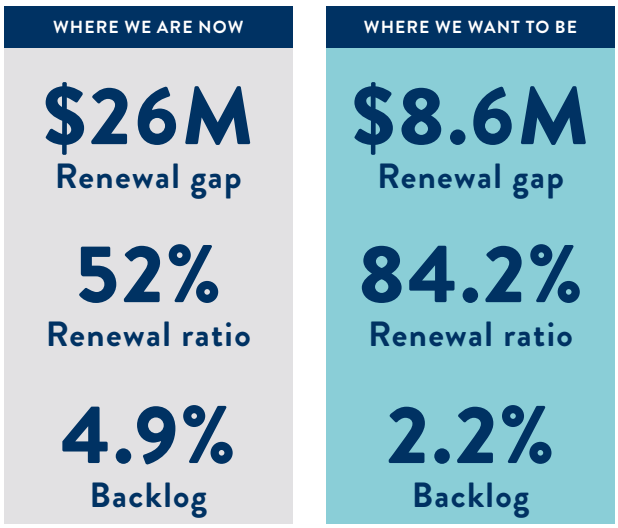


Figure 8: Strategic asset management targets

14. The City of Greater Geelong Sustainability Policy 2021.
15. Australian Financial Guideline, IPWEA, 2015

Figure 9: Current state of assets at Eastern Beach

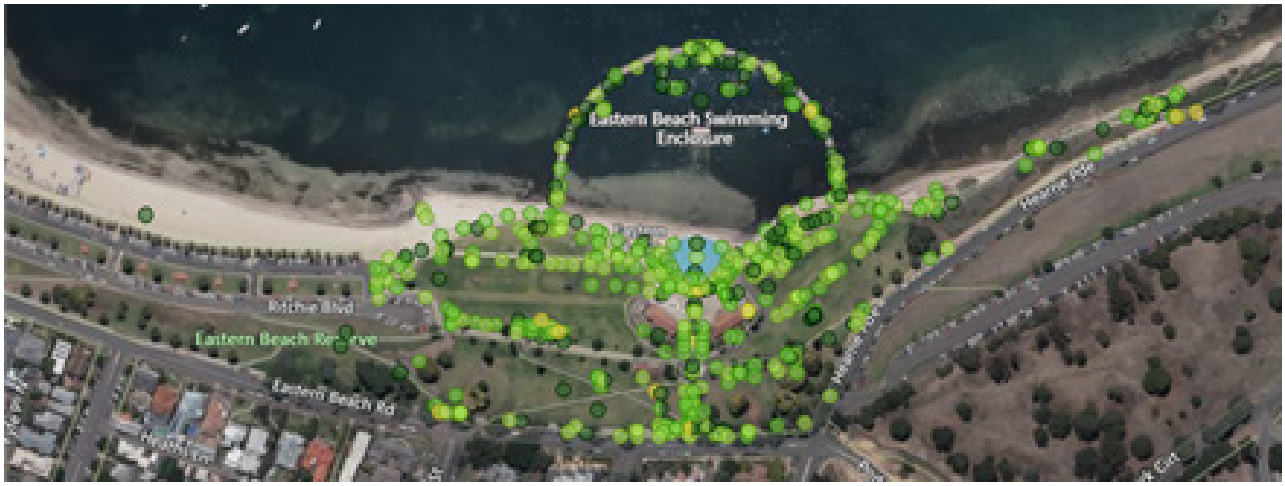


Figure 10: State of assets at Eastern Beach in 2032 based on current renewal spending.

Figure 11: State of assets at Eastern Beach in 2032 under proposed new model of renewal spending.

Asset management maturity

The City's asset management maturity has been assessed against the NAMAF Maturity framework, modified as an assessment against our strategy. The NAMAF parameters have been grouped around the themes of our Asset Plan. Our current maturity sits at 57 per cent. Maintenance management systems, asset accounting, and information are highlighted as improvement opportunities. Strategic modelling and governance are our strongest performance areas.

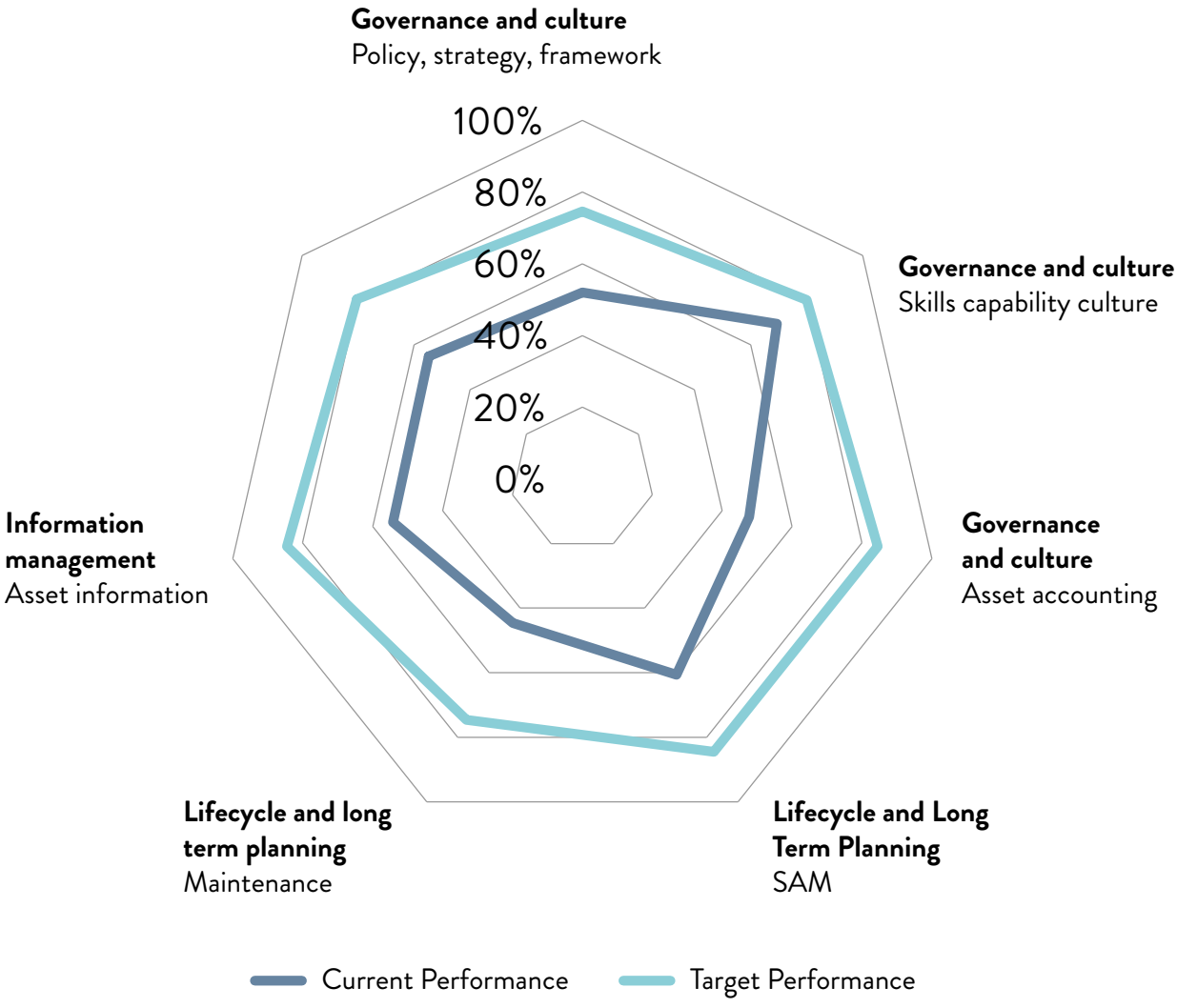


Figure 12: Asset management maturity targets

St Leonards Pier.

Across the municipality, we have thousands of physical objects, as well as infrastructure that stretches for many kilometres. These assets include roads and drains, art objects and sculptures, jetties and boat ramps, and sports fields.

Smart street poles (smart nodes) line the Geelong Waterfront and replace outdated, cluttered and disconnected infrastructure.
Their innovative, modular design reduces streetscape clutter by concealing the technology within the pole. They can be upgraded with additional functionality if the City's needs change, without adding visual clutter.

3. HOW WILL WE GET THERE

Considering future demand factors and the current state of our asset systems, capabilities and network, we have designed a roadmap and action plan for the way forward.

The action plan is framed around our key strategic themes:

- governance and culture
- lifecycle and long-term planning
- information management.

GOVERNANCE AND CULTURE

Establishing a clear and consistent framework for our asset management practice is at the heart of our Asset Plan. The National Asset Management Assessment Framework, Asset Management Assessment Framework and ISO 55000 all point to a need for a clear and consistent governance and planning framework.

At the City of Greater Geelong, as outlined in our asset management story, we have started developing key components of this framework. Moving forward we will continue to develop and implement this approach across the organisation.

Key components of our governance and culture framework include:

- the Project Governance Structure – Attachment 1
- the Asset Planning Process – Attachment 2
- the Asset Roles and Responsibilities Matrix – Attachment 3

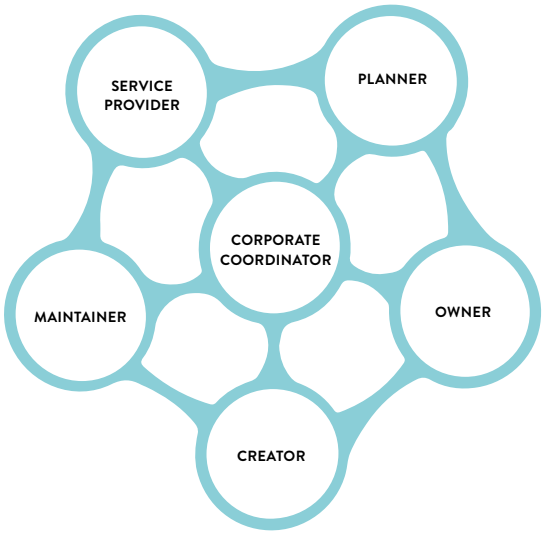


Figure 13: Asset management roles and responsibilities

- policy, plan and process – see improvement plan for targets.
- skills culture and communication – how knowledge of this framework will be disseminated across the organisation – see improvement plan for targets.

INFORMATION MANAGEMENT

In 2019, the Victorian Auditor General's Office published Local Government Assets: Asset Management and Compliance. The report presented the results of an audit into the reliability of local government asset information systems and the use of this data in asset management and planning. The audit recommendations included:

- determine and document information required for effective asset reporting and decision-making
- establish more consistent and systematic processes for data collection to a level commensurate with asset criticality and implement them to collect the information
- integrate asset management information systems so staff can easily record and access data to enable analysis for planning and decision-making
- identify critical assets, and the potential risks of their failure, to inform investment priorities.
- The information management stream of this strategy incorporates our response to these requirements, and the requirements of the NAMAF and ISO 55 000.
- The state of our asset data is provided in Attachment 4. Our work in this area focuses on the following areas:
- systems improvements – Business Process Improvement Project Plan 2022
- data governance – Asset Data Governance Framework 2022 (Business Process Manual)
- asset inspections – Business Process Manual
- smart technologies – use of technology is an improvement action (see improvement plan for targets).

LIFECYCLE PLANNING AND COMMUNITY ENGAGEMENT

The City is facing a range of pressures now and into the coming decades. *Our Community Plan 2021–25* has summarised these as growth, environmental management and climate change, and health and wellbeing. The recent changes to the Local Government Act are designed to consider all of these pressures, our community's needs, the infrastructure and services required over the coming years, and our financial ability as an organisation to provide them.

The Act mandates that our 10-year plan sets out requirements for maintenance, renewal, acquisition, expansion, upgrade, disposal and decommissioning of assets. Over the past three years, the City has established Generation 1 strategic models for each major asset class. These models have been developed in collaboration with subject matter experts and stakeholders across the organisation. These models inform our asset class asset management plans, the 10-year capital works plans within them and, ultimately, our Long-Term Financial Plan.

The models establish the recommended renewal funding based on current asset condition, the way assets are understood to deteriorate over time, and the levels of service we establish for asset intervention. The models are also informed by requirements for upgrades, new assets and disposals, as identified in the City's key planning documents.

There are a number of key planning documents which consider these challenges, community requirements and shifts in our infrastructure offering to provide key services. These include the *Social Infrastructure Plan 2020–2023*, which states the following objectives and aspirations for City-owned social infrastructure: equitable, accessible, adaptable, integrated and sustainable.

Strategic asset management is an ongoing process. It involves quantifying community wants and needs alongside the condition, functionality, and capacity of our current asset portfolio. Further, it requires us to match the availability of assets and community demand with forward projections of our financial capacity.

Strategic asset planning engages a range of strategies for asset provision as set out in Figure 1.

Deliberative community engagement

As an organisation, the City of Greater Geelong provides over 130 services to the community, including aged care, open space and recreation, arts and culture. The range and suitability of these services depends on the correct provision of assets.

The *Local Government Act 2020* has mandated deliberative community consultation as a central task of asset planning. Services drive asset management; for the next 10 years, they'll determine what the demographic drivers are, where demand is likely to increase or reduce, and how that will affect our service provision and required levels of service. A core requirement of the *Local Government Act 2020* is the alignment of asset and service planning.[16]

The City's Engagement Policy was adopted in February 2021. An extensive engagement program has been carried out in the development of Our Community Plan, our Long-Term Financial Plan and our Asset Plan. Asset-specific consultation was undertaken in 2021 and included five virtual community meetings in November/December. Feedback from a survey to the City's Advisory Committees was also used as an input to the consultation. The participants were selected from the pool of community members already involved in previous deliberative engagement to ensure a continued conversation with the community and allow a 'deep dive' into the City's long-term planning as it applies to the factors already debated as part of the development of Our Community Plan and the Revenue and Rating Plan. A cross section of the community was represented, including several members of the City's Youth Council. The engagement also involved officers from across the organisation. Findings have been summarised in the consultation report.[17]

The key findings that have been incorporated into our asset planning process include:

- Climate change and the management of our rich environmental resources are forefront in the minds of the community. They are keen to see:
  - funding drainage and WSUD assets to protect our environment
  - building in technology, such as electronic vehicles in our fleet portfolio
  - continued work modelling climate impact in infrastructure planning with the CSIRO.
- The Social Infrastructure Plan principles (equity, affordability, access and so on) are central to asset planning.
- Financial sustainability is also a key consideration.

16. Deliberative Engagement as a requirement of the Act has been shifted to commence 23/24 FY.
17. Reference Community Consultation Report.

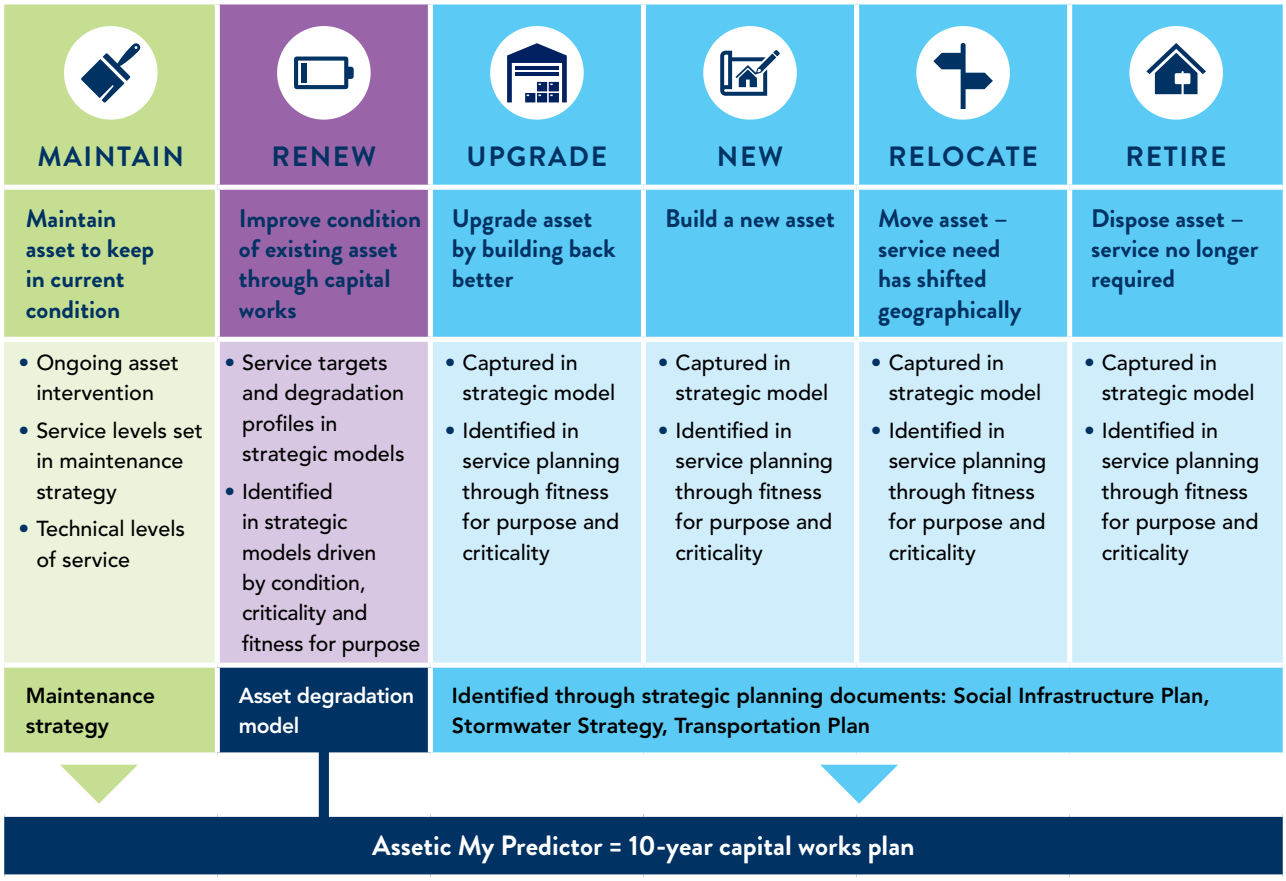


Figure 14: Asset management strategies

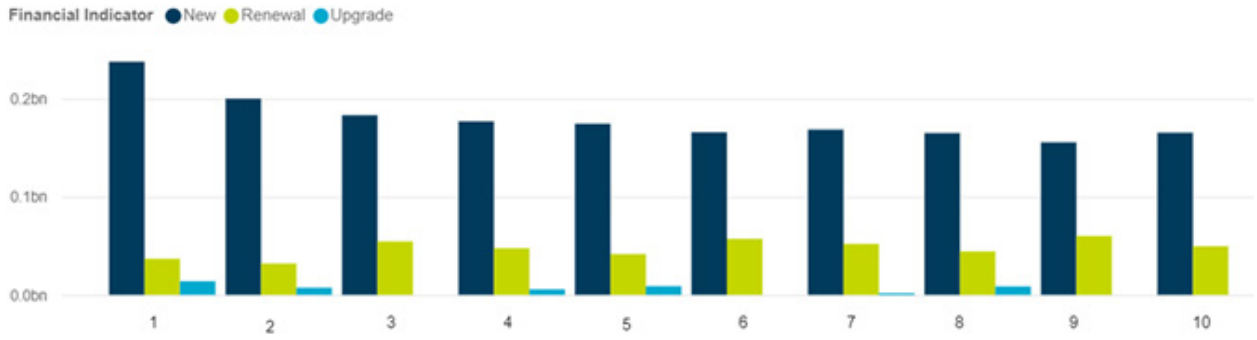


Figure 15: Long-Term Financial Plan

Maintenance management

Maintenance management systems are fundamental to the lifecycle management of assets. Maintenance is the work that needs to be done to ensure assets deliver the standard of service that the asset owner requires. Maintenance management is carried out in the City across a number of areas. Our goal is to align and bring consistency to this practice.

In the short term, a maintenance management solution is being developed in the Konect software platform, which will ultimately be migrated into the corporate MMS solution. The solution and inputs will be spatially enabled. Key inputs to this work will include preparation of maintenance and service level plans for each area.

Long-Term Financial Plan

The asset expenditure for the next 10 years, projected through the strategic modelling process, are shown in the table below.[18][19] Details are provided in Attachment 3.

18. The figures projected in model are as at January 2022. The Cities Generation 1 Long Term Financial Plan was published in 2021.
19. Figures will be updated by June 2022. Changes will only be a small amount.

IMPLEMENTATION PLAN

This implementation plan sets out strategic deliverables and timeframes. It is intended that this plan will be reviewed annually. This plan should be read together with individual action items in the asset management plans.

	DELIVERABLE	DUE	STATUS	COMMENT
	GOVERNANCE AND CULTURE			
1	Review Asset Management Policy (2019).	Jun '23	10%	Due for update
2	Approval and implementation of Asset Plan.	Jul '22	80%	Gen 1 to be endorsed for LG Act Compliance
3	Update terms of reference for Steering Committee and subcommittees.	Jun '23	0%	Update membership and scope
4	Business Process Framework: Centralise condition assessment manuals for each asset class.	Jun '24	20%	Required to comply with accounting standards and to ensure data consistency
5	Business Process Framework: Refine valuation methodology.	Jun '24	20%	Required to comply with accounting standards and to ensure data consistency
6	Update general AMP (2020).	Jun '24	0%	Will be due for update
7	Business Process Framework: Refining design guidelines for developments and private assets, align with ACDC project.	Jun '24	0%	
8	Business Process Framework: Establish business process for assessment / classification of asset criticality (Incorporation of road and pathway hierarchies).	Jun '24		Ensuring data reliability, consistency and alignment with new asset register
9	Business Process Framework: Establish business process for assessment / classification of asset capacity, utilisation, fitness for purpose.	Jun '24	0%	Ensuring data reliability, consistency and alignment with new asset register
10	Business Process Framework: Establish asset data collection plan and methodology, including audit process.	Jun '23	0%	Ensuring data reliability, consistency and alignment with new asset register
11	Business Process Framework: Continue to define asset handover protocols as part of Asset Handover project. Handover of minor assets, under $10,000.	Jun '23	50%	Compliance with Accounting Standards
12	Business Process Framework: Clarification of roles and responsibilities matrix.	Jun '23	50%	
13	Business Process Framework: Protocols for asset disposal (approach for assets not in service).	Jun '23	50%	Emerging business requirement in 2021
	ASSET ACCOUNTING			
14	Establish and meet Asset Handover Targets 2022–23.	Jul '23	10%	To be completed with Finance Team
15	Valuation Targets – ARC Dashboard: Valuation of new asset classes.	Jul '23	10%	To be completed with Finance Team
16	Valuation Targets – ARC Dashboard: Revaluation existing asset classes.	Jul '23	30%	To be completed with Finance Team

	DELIVERABLE	DUE	STATUS	COMMENT
	CULTURE AND COMMUNICATIONS			
17	Communication Plan: Deliberative community consultation.	Jul '23	10%	Carry on work commenced in 2021
18	Asset management landing page – Update current SharePoint / CityWeb offering.	Jun '23	20%	Carry on work commenced in 2021
19	Skills Matrix – Conduct gap assessment.	Jun '23	0%	Align with BSR
20	Internal Communication – Internal engagement on handovers, roles and responsibilities.	Jun '23	0%	Align with BSR
21	Asset management training: Internal training and information sessions, as well as identifying external courses for individuals with particular gaps.	Jun '24	10%	Align with BSR
22	Industry participation: Participation in conferences, working groups and G21 leadership events.	Jun '24	30%	Presented at Assetic Conference in 2021, awarded excellence in Asset Management in 2021. IPWEA international conference in 2022 Participating in a range of industry working groups

	DELIVERABLE	DUE	STATUS	COMMENT
	LIFECYCLE AND LTP SAM			
23	Annual update of strategic models to produce capital works plan.	Annually	90% 2022	Working with asset owners to update models
24	Annual update of asset management plans.	Jun '22	10%	All major asset classes – fleet, environmental, arts & culture, leisure service outstanding
25	Adopt asset management plan 10-year capital works plans into Long-term Financial Plan.	Jun '22	90%	Working with finance team to align
26	Asset Categories where SAM is Gen 1 (open space, building, waterfront, leisure) additional support to ensure renewal program implemented and input into Long-term Financial Plan.	Jun '22	10%	Working to support asset owners
27	Explore alternate sources of funding (grant) to support infrastructure funding shortfalls.	Jun '24	0%	Working to support asset owners
28	Integrate strategic plans such as Social Infrastructure Plan, drainage strategy, footpath hierarchy, DCP Infrastructure Prioritisation Tool.	Jun '24	10%	Focus primarily on Social Infrastructure Plan in 2021
29	Improved Service Planning / Demand Matrix: Improve maturity of service levels and incorporation of non-condition-based performance data (capacity, utilisation, criticality, fitness for purpose).	Jun '24	10%	Focus for second half 2021
30	Integrating climate change, growth and demographics into strategic model.	Jun '22	10%	2021–22 pilot completed
31	Deliberative community engagement.	Jun '24	10%	Deliberative community consultation

	DELIVERABLE	DUE	STATUS	COMMENT
	MAINTENANCE MANAGEMENT			
32	Maintenance management strategy: Develop documents for each maintenance area, which sets out: • operations and maintenance requirement for asset types • service plans, intervention levels, LoS for each service area. • inspections (including proactive), addressing backlog.	Jun '23	10%	Service planning engagement in 2019–20
33	Development of corporate-wide maintenance management solution as part of Business System Refresh (BSR). Business Process mapping of current and future state. Incorporation of MMS Strategy, Asset Classes, Service levels and reporting requirements. Ensure solution can grow with our organisation as we become more mature and aligned.	Jun '23	10%	Phase 2 kick off 2022 Next steps as part of BSR project
34	Integration of SAM and MMS solution through Business System Refresh Project. Ensure capture of maintenance resourcing and asset performance to inform 10-year funding requirements for each asset class.	Jun '23	10%	Assumed values in Gen 1 models
35	Customer Request System: As part of BSR project, ensure alignment of RFS Codes with asset classes / types for better reporting.	Jun '23	10%	Working as part of BSR
36	BSR booking system aligned with Asset Register to enable visibility of scheduled works for on assets prior to booking.	Jun '23	10%	Working as part of BSR

WS (WSUD), F (Pathways). R (Roads), BR (Bridges), OS (Open Space), GAMP (General AMP), B (Building)

	DELIVERABLE	DUE	STATUS	COMMENT
	INFORMATION MANAGEMENT			
37	Asset Register: System management / BSR. Asset definition, incorporate all data into corporate asset register/prioritisation.	Jun '23	10%	Working as part of BSR
38	Alignment of budget structure with asset reporting requirements: maintenance, capital and asset classes.	Jun '23	20%	Working as part of BSR
39	Collection of asset criticality, data.		10%	
40	Collection of asset utilisation, data – Harnessing Smart City data collection.	Jun '23	10%	Initial discussion with Smart Cities team Work-to-date mainly desk-based input from subject matter experts
41	Collection of asset fitness for purpose data.	Jun '23	10%	Initiated with WF team and Open Space
42	Review Asset Data Quality Dashboard (Attachment 3) and refine gap analysis as part of BSR. Check consistency, reliability, attributes and componentisation, key associated documents and manuals.	Jun '23	10%	Working as part of BSR
43	Establish a corporate plan and resource requirement for data collection.	Jun '23	60%	Business case for 2023–24 FY
44	Input into preparation of GIS Strategy – ensure GIS Integration as part of BSR.	Jun '23	10%	
45	Asset Management Handover Project. Continue project to ensure asset data maintained and reliable. Develop ACDC protocols as part of BSR.	Jun '23	20%	Continuing work initiated in 2019

WS (WSUD), F (Pathways). R (Roads), BR (Bridges), OS (Open Space), GAMP (General AMP), B (Building)

ATTACHMENT 1 – PROJECT GOVERNANCE

Project Manager

Coordinator Corporate Asset Management

Accountabilities

Project Stream Progress Monitoring
Project Master Scheduling
Project Budget Monitoring
Governance Reporting & Meeting Cadence
Arrange / Chair CTP Working Group Meeting
Arrange / Chair CTP Control Group Meeting

Steering Committee

Director Customer and Corporate Services
Director City Services
Director Community Life
Manager Engineering Services
Manager Social Planning and Investment
Manager Property, Procurement and Assets

Project Sponsor

Director Customer and Corporate Services

Project Management Team

Manager Engineering Services
Manager Social Planning and Investment
Manager Property, Procurement and Assets
Project Stream Managers x 7

POLICY, STRATEGY & FRAMEWORK

Accountabilities

Clarify Project Scope
Develop Project Strategy and Plan
Develop Project Structure & Resourcing
Develop Project Budget Requirements
Develop Project Meeting Cadence
Engage Change & Communications to Support Project Requirements
Execute Project Plan
Report on Project Progress

Key Deliverables

Contract management of the developer
Finalise building design
Oversee construction by developer to ensure on time and on budget delivery
Proactively identify and manage risks to CoGG relating to construction

ASSET ACCOUNTING

Accountabilities

Clarify Project Scope
Develop Project Strategy and Plan
Develop Project Structure & Resourcing
Develop Project Budget Requirements
Develop Project Meeting Cadence
Engage Change & Communications to Support Project Requirements
Execute Project Plan
Report on Project Progress

Key Deliverables

Identify future workplace neighbourhoods
Engage and consult with teams to:
- design future office fit-out
- future storage requirements
- future technology requirements
- employees facilities and amenities

Design and implement future workplace with Cox Design Specialists
Develop and implement future "Ways of Working" with P&C Team

SKILLS, CAPABILITIES, CULTURE

Accountabilities

Clarify Project Scope
Develop Project Strategy and Plan
Develop Project Structure & Resourcing
Develop Project Budget Requirements
Develop Project Meeting Cadence
Engage Change & Communications to Support Project Requirements
Execute Project Plan
Report on Project Progress

Key Deliverables

Create Paperlite Environment through:
- 5S
- Decluttering
- Records management
- Digital scanning
- Archiving support

Determine future storage requirements

STRATEGIC ASSET MANAGEMENT

Accountabilities

Clarify Project Scope
Develop Project Strategy and Plan
Develop Project Structure & Resourcing
Develop Project Budget Requirements
Develop Project Meeting Cadence
Engage Change & Communications to Support Project Requirements
Execute Project Plan
Report on Project Progress

Key Deliverables

Discovery and engagement – understanding the voice of the customer
Recommend and prioritise
Implement and train
Website redesign
Civic Precinct customer interface function and design
Phones upgrade
Customer journey redesign

MAINTENANCE MANAGEMENT

Accountabilities

Clarify Project Scope
Develop Project Strategy and Plan
Develop Project Structure & Resourcing
Develop Project Budget Requirements
Develop Project Meeting Cadence
Engage Change & Communications to Support Project Requirements
Execute Project Plan
Report on Project Progress

Key Deliverables

STAGE 1:
Select professional service provider
Discovery and engagement – understanding the voice of the internal customer
Recommend and prioritise
RFT – go to market
STAGE 2:
Design and build
Implement and train

ASSET INFORMATION

Accountabilities

Clarify Project Scope
Develop Project Strategy and Plan
Develop Project Structure & Resourcing
Develop Project Budget Requirements
Develop Project Meeting Cadence
Engage Change & Communications to Support Project Requirements
Execute Project Plan
Report on Project Progress

Key Deliverables

Review current booking systems and identify improvement opportunities
Recommend and prioritise
Implement agreed changes
Provide training

ASSET HANDOVER

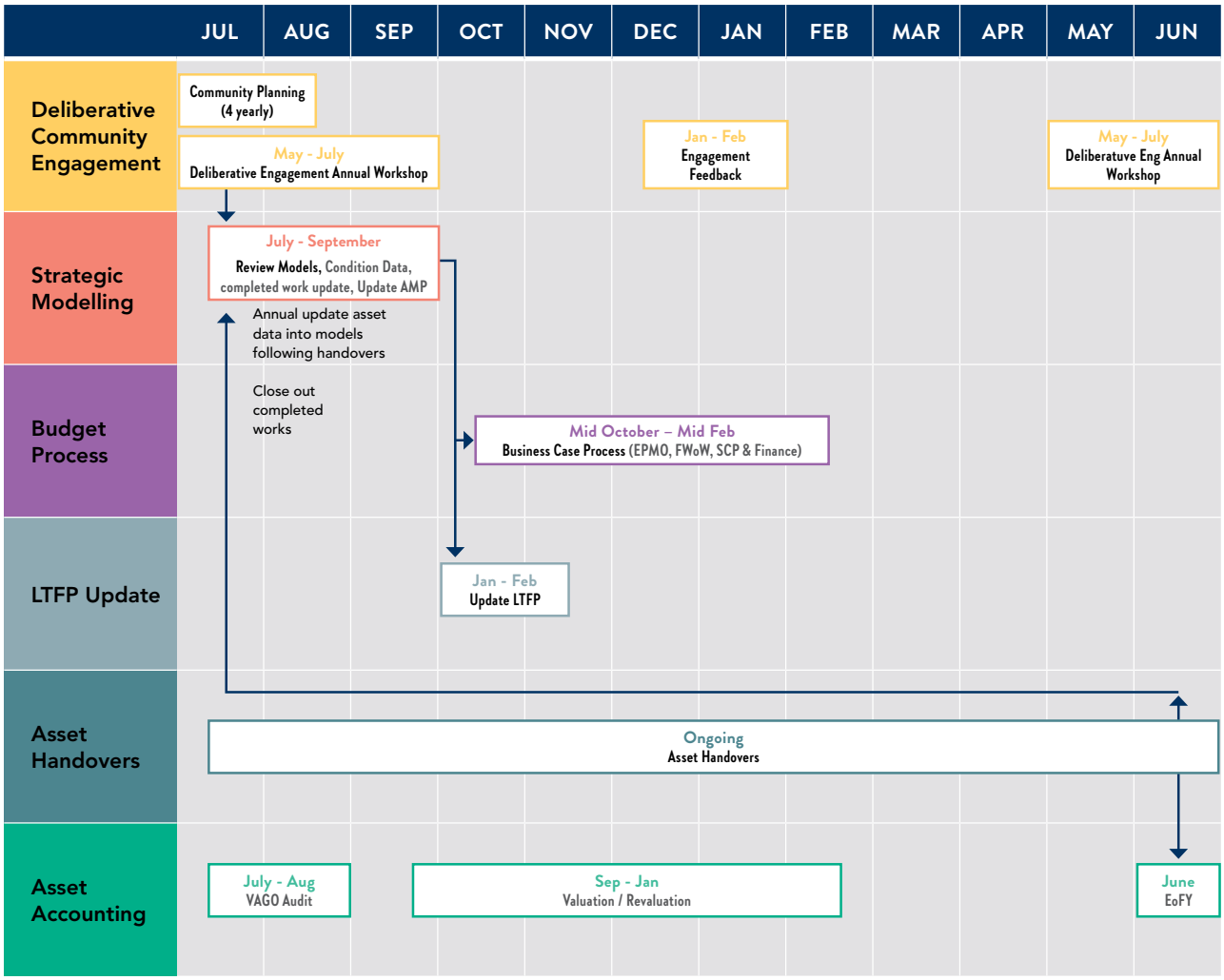
Accountabilities

Clarify Project Scope
Develop Project Strategy and Plan
Develop Project Structure & Resourcing
Develop Project Budget Requirements
Develop Project Meeting Cadence
Engage Change & Communications to Support Project Requirements
Execute Project Plan
Report on Project Progress

Key Deliverables

Citrix decommissioning
Surface-pros / mobile devices rollout
Emails for all staff
SharePoint (collaboration applications)
Digital radio (band decommissioning)
Implement mobile maintenance management system

ATTACHMENT 2 – ASSET PLANNING CYCLE



ATTACHMENT 3 – ROLES AND RESPONSIBILITIES

ROLE	RESPONSIBILITIES
Asset Owner Delegated ultimate responsibility for the asset.	Compliance with legislative requirements. Establishing the assets technical levels of service. Establishing the asset management plan. Asset Handover: recording data relating to inventory, valuation and condition in the City's asset register. Capturing and monitoring asset condition. Minimising the City's risk exposure. Reporting on assets. (e.g. condition, value, number of, asset performance.) Providing technical expertise pertaining to the design and operation of the asset. (e.g. Engineering, Environmental Science.) Develop and implement AMP. Risk management.
Asset Maintainer responsible for the day to day running and upkeep of the asset.	Leading and developing maintenance strategy together with the Service Provider and Asset Owner. leading and developing maintenance service levels to keep asset at acceptable standard of availability. Advising any issues relating to performance and any opportunities to improve asset efficiency to the asset to the Asset Owner and Service Provider. Identifying opportunities to improve efficiency of the asset. Recording data pertaining to asset maintenance and cost. Reporting non approved works, safety issues, unauthorised access to Asset Owner and Service Provider. Managing reactive Customer Service Requests. Responsible for monitoring and reporting on the specific asserts.
Asset Creator responsible for the provision of or improvement to, an asset	Delivery of the new, upgraded, modified or renewed assets (where benefit extends beyond the year of outlay). The development of the scope of works in consultation with the Planner, Asset Owner, Maintainer, Service Provider Adopting a value management approach to produce the most economic and creative solutions. The delivery of the new, upgraded, modified or renewed assets is compliant with City asset standards. Informing Asset Owner, Maintainer and Service Provider during asset construction, project milestones, asset inspection points and asset completion. Asset commissioning. Informing Asset Owner, Asset Maintainer and Service Provider during asset construction and completion. Transfer of asset information via the asset handover process. Transfer asset information in the formats required for corporate record keeping requirements (i.e. as built, statement of assets, GIS, asset attributes). Evaluation of asset creation to determine any improvement opportunities for future asset delivery. Financial governance – stewardship of project deliver.

ROLE	RESPONSIBILITIES
Service provider responsible for how a service is provided with the asset. The service provider is responsible for:	Liaison with the Community and stakeholders. Determining the method of asset utilisation. Capturing and recording asset utilisation data. Analysis of asset utilisation data and communicate findings to Asset Planner and Asset Owner. Establishing community levels of service via community consultation. liaising with Planner on practical levels of service given City funding constraints, being transparent with community on the current financial state. liaising with the asset Owner on the technical performance of the asset, providing feedback on future project improvements. Advising the asset Planner and Owner when an asset, such as a building, is not to be utilised. Play a support role when asset Maintainers are seeking budget increases for increased levels of service.
Asset planner responsible for confirming that the service is required and that the proposed asset is the most effective solution for meeting the customer need.	Consultation with stakeholder / community for asset usage. The acquisition, creation, modification, renewal and disposal of assets. Advocating for appropriate maintenance budgets. Review of assets to support current service. Analysing trends and demographics, including future growth. Identification of asset gaps and levels of service. Consultation with community and stakeholders to test gap findings. Prioritisation of project. Develop relevant funding proposals. (e.g. business case) Plan for acquisition, creation, modification, renewal and disposal, in consultation with asset owner, asset creator, maintainer and service provider.
Governance	A 'whole of organisation' approach to asset management has been driven by the corporate asset management team. The benefits of a corporate asset management team includes: Demonstrating corporate support for sustainable asset management.
Corporate Asset Management and Asset Accounting	Encouraging corporate buy-in and responsibility. Coordinating strategic planning, information technology and asset management activities. Promoting uniform asset management practices across the organisation. Pooling of corporate expertise. Championing of asset management process. Wider accountability for achieving and reviewing sustainable asset management practices. Strategic Asset Management Coordination – Models The Asset Management Plans Guidance and Oversight: • operational planning and control • supporting activities • control activities • other relevant processes Asset Accounting Oversight Facilitating the Asset Management Steering Committee and PMG. Asset Management Steering Committee will ensure that projects and initiatives meet Council's strategic objectives. A review of the committee members, meeting frequency and agenda is currently underway to ensure that the committee is in the best position to manage the direction of Asset Management within Council.

ATTACHMENT 4 – STATE OF OUR ASSET DATA

Since 2017 a great deal of effort has been focused on understanding and improving the state of our Asset Data. Data collection activities have been initiated, including the work undertaken under the 2020 the State Government, Working for Victoria Grant. This work has accelerated the development of Asset Hierarchies and Attribution. The state of our asset data is improving and is presented below.

	QUANTITY	REPLACEMENT VALUE ($M)	WRITTEN DOWN VALUE ($M)	CONDITION (AVG)	DATA CONFIDENCE	REMAINING SERVICE POTENTIAL	RENEWAL RATIO	CURRENT BACKLOG %	RENEWAL GAP
Bridges	207 Bridges	$61.20	$46.50	1.98	High	76%	32.0	0.08%	0.7
Drainage	2037km Pipe	$642.30	$458.50	1.62	Low	71%	32.5	4.11%	2.5
Footpaths	1888 km	$278.20	$142.70	2.13	High	52%	63.9	0.80%	2.1
K&C	2943 Km	$231.90	$109.80	1.18	High	47%	100.0	0.07%	0
Roads	15,462km^2	$848.50	$469.50	1.51	High	55%	93.2	0.00%	1.1
Infrastructure Other*	-	$100.00	$40.57	-	-	-	-	-	-
WSUD	1378 Assets	$70.60	$47.30	1.8	Med	67%	0.0	2.37%	2.0
Buildings	700 Buildings	$618.10	$470.00	1.89	High	76%	24.7	0.02%	6.7
Waterfront	2090 Assets	$33.80	$23.20	2.24	Med	69%	26.9	0.09%	1.0
Open Space	TBC	$104.10	$104.06	TBC	Med	TBC	TBC	TBC	TBC
Land		$754.00	$754.00	-	-	-	-	-	-
Environmental Assets	TBC	TBC	TBC	TBC	Med	TBC	TBC	TBC	TBC
Corporate Assets*	TBC	$90.11	$32.39	TBC	Med	TBC	TBC	TBC	TBC
WIP		$60.17	$60.17	N/A	N/A	N/A	N/A	N/A	N/A
TOTALS / AVERAGE		**$4,000.00**	**$2,758.74**	**1.8**		**64%**	**61.0%**	**7.54%**	**$16.1**

CIVIL INFTASTRUCTURE ASSETS

CIVIL INFTASTRUCTURE ASSETS

CIVIL INFTASTRUCTURE ASSETS

CIVIL INFTASTRUCTURE ASSETS

OUR STRATEGY

	DELIVERABLES	RESPONSIBLE	ESTIMATED COMPLETION DATE	STATUS	% COMPLETE
GOVERNANCE & CULTURE - POLICY, STRATEGY, FRAMEWORK					
1	Review Policy	CAM	Three year cycle (2023)	Complete	100%
2	Prepare Strategy (following years annual update)	CAM	December 2020 / Annual	In Progress	80%
3	Business Process - Framework	CAM	Draft 1 2021 as per Table 3	In Progress	50%
GOVERNANCE & CULTURE - ASSET ACCOUNTING					
4	Handover Procedure	CAM/FIN		In Progress	20%
5	Valuation Targets	CAM/FIN	As per Table 4	In Progress	20%
6	Handover Targets	CAM/FIN	Monthly / EoFY	In Progress	20%
GOVERNANCE & CULTURE - CULTURE & COMMUNICATION					
7	Communication Strategy	CAM	Dec-21	Not Started	0%
8	Asset Management Landing Page	CAM	Dec-21	In Prorgess	20%
9	Skills Matrix	CAM	Dec-21	Not Started	0%
10	AM Training	CAM	Jan-22	Not Started	0%
11	Industry Participation	CAM	Jan-22	Not Started	0%
LIFECYCLE & LONG TERM PLANNING - STRATEGIC ASSET MANAGEMENT					
12	Asset Management Plans	CAM/ Asset Owners	Dates as per table in Section 4.2	In Progress	40%
13	Adopt proposed budget	CAM	Dec-20	In Progress	50%
14	Improved performance data	CAM	Dec-21	In Progress	10%
15	Improved service planning / Demand Mmt	CAM	Jun-22	In Progress	10%
16	Integrating Climate Change, growth and demographics into Stratetic Model	CAM	Jun-22	Not Started	0%
17	Internal Engagement	CAM	Jun-22	In Progress	10%
18	External Engagement	CAM	Jun-22	Not Started	0%
LIFECYCLE & LONG TERM PLANNING - MAINTENANCE MANAGEMENT					
19	Integrated Maintenance Management Solution informing service plans for each business area	CAM, Asset Maintainers	June 2022	In Progress	20%
20	Integrating SAM & MMS	CAM/ Asset Owners	June 2023	Not Started	0%
INFORMATION MANAGEMENT					
21	System Management / BSR	CAM / Asset Owners / DIT	Dec-21	In Progress	10%
22	Data Governance	CAM / Asset Owners / DIT	Dec-21	In Prorgess	20%
23	Data Collection & Currency Review	CAM / Asset Owners / DIT	Dec-21	Not Started	30
24	Harnessing Smart City Data Collection	CAM / Smart Cities	Jan-22	Not Started	0%
26	Asset Data Quality Dashboard	CAM / Asset Owners	Jan-22	In Progress	10%
26	Asset Management Handover Project	CAM / FIN / Asset Owners	Jan-22	In Progress	20%

ATTACHMENT 5 – LONG-TERM FINANCIAL PLAN

Budget Category / Class	1	2	3	4	5	6	7	8	9	10	Total
New											
Roads	43,607,710	47,583,182	47,814,614	45,621,980	46,295,749	52,710,208	51,261,187	48,187,052	49,444,889	49,435,508	481,962,080
Drainage	37,163,202	42,262,265	43,799,643	39,446,173	40,600,027	40,093,893	41,129,511	41,938,248	42,771,908	43,366,995	412,571,866
Buildings	74,775,498	92,225,521	34,652,253	21,720,761	23,273,485	14,310,542	10,960,776	16,274,584	22,011,134	12,962,318	323,166,872
Open Space	14,099,868	21,903,604	14,094,574	22,870,002	34,668,831	25,578,746	31,968,159	42,993,938	17,198,384	14,900,619	240,276,725
Footpaths	19,729,093	21,096,784	22,553,885	24,305,920	19,835,832	20,370,048	20,713,289	21,063,394	21,420,502	21,661,836	212,750,584
Kerb and Channel	10,134,099	11,000,081	10,455,083	10,664,185	11,377,468	11,595,018	11,816,918	12,043,257	12,274,122	12,509,604	113,869,836
Bridges	223,952	223,952	223,952	223,952	523,952	523,952	523,952	523,952	523,952	523,952	4,039,515
WSUD	218,910	1,231,437	738,753	0	200,000	0	0	0	0	0	2,389,100
Waterfront	0	0	0	0	0	0	0	0	0	0	0
Total	**199,952,331**	**237,526,827**	**174,332,757**	**164,852,973**	**176,775,345**	**165,182,407**	**168,373,792**	**183,024,423**	**165,644,890**	**155,360,832**	**1,791,026,577**
Renewal											
Roads	15,637,927	16,820,086	18,188,487	17,213,257	17,820,086	17,820,086	17,820,086	17,820,086	17,820,086	17,820,086	174,780,270
Open Space	1,718,463	2,750,832	3,347,849	3,317,526	5,806,176	8,831,343	10,972,863	12,869,471	14,862,687	15,809,294	80,286,504
Buildings	4,499,230	5,219,214	5,990,599	7,563,411	8,594,520	7,194,520	7,194,520	7,076,954	7,576,954	8,928,148	69,838,070
Footpaths	3,788,000	4,247,923	4,708,882	5,271,059	5,271,059	5,271,059	5,271,059	5,271,059	5,271,059	5,271,059	49,642,218
Drainage	2,039,315	2,564,101	3,189,383	3,815,171	5,237,055	5,237,055	5,237,055	5,737,055	5,937,055	6,537,055	45,530,303
WSUD	400,000	650,000	900,000	1,000,000	1,588,657	1,988,657	2,188,657	2,388,657	2,388,657	2,388,657	15,881,942
Kerb and Channel	2,340,000	2,486,800	2,634,536	2,783,227	850,000	850,000	850,000	850,000	850,000	850,000	15,344,563
Waterfront	750,000	1,003,000	1,456,060	1,959,181	1,328,785	1,328,785	1,328,785	1,328,785	1,328,785	1,328,785	13,140,951
Bridges	743,375	954,243	1,115,327	1,276,634	1,016,730	1,016,730	1,016,730	1,016,730	1,016,730	1,016,730	10,189,958
Total	**31,916,310**	**36,696,199**	**41,531,123**	**44,199,466**	**47,513,068**	**49,538,235**	**51,879,755**	**54,358,796**	**57,052,012**	**59,949,814**	**474,634,779**
Upgrade											
Buildings	1,100,000	3,160,000	3,500,000	8,033,524	5,593,000	0	0	0	0	0	21,386,524
Open Space	5,848,000	8,094,371	4,800,000	0	0	0	397,311	0	0	0	19,139,682
Roads	285,647	2,570,818	500,000	500,000	0	0	0	0	0	0	3,856,465
Bridges	0	0	0	0	0	0	0	0	0	0	0
Drainage	0	0	0	0	0	0	0	0	0	0	0
Footpaths	0	0	0	0	0	0	0	0	0	0	0
Kerb and Channel	0	0	0	0	0	0	0	0	0	0	0
Waterfront	0	0	0	0	0	0	0	0	0	0	0
WSUD	0	0	0	0	0	0	0	0	0	0	0
Total	**7,233,647**	**13,825,189**	**8,800,000**	**8,533,524**	**5,593,000**	**0**	**397,311**	**0**	**0**	**0**	**44,382,671**
Total	**239,102,287**	**288,048,215**	**224,663,881**	**217,585,963**	**229,881,413**	**214,720,642**	**220,650,857**	**237,383,220**	**222,696,903**	**215,310,646**	**2,310,044,027**

Historic Hitchcock Fountain in the Geelong Botanic Gardens.

CONTACT US

This document contains important information about the City of Greater Geelong.

Please contact us if you have any questions or would like to request a paper copy of the report, please contact us on 03 5272 5272.

—

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CITY OF GREATER GEELONG

2.3. Our Community Plan 2021-25 (Update 2022-23) and Our Community Plan 2021-25 - Annual Action Plan 2022-23

Source: **Strategy, People & Performance**
Director: **Kaarina Phyland**

Purpose

1. To adopt Our Community Plan 2021-25 (Update 2022-23) (Plan) and note the Our Community Plan 2021-25 – Annual Action Plan 2022-23 (Annual Action Plan).

Background

2. On 22 June 2021 Council adopted the Our Community Plan 2021-25. The plan identifies the strategic directions and priorities of Council during its four-year term, to deliver on the community-led 30-year vision for a clever and creative future.

3. The Plan combines both the Council Plan and Municipal Public Health and Wellbeing Plan, 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. In addition, there are five separate health and wellbeing priorities which also guide our work.

4. The Annual Action Plan highlights the projects, initiatives and programs that will take place in the next financial year to achieve our four-year priorities for each strategic direction.

Key Matters

5. As part of the annual planning and budget process, Council have reviewed the Plan to ensure that the strategic directions, outcomes and priorities remain relevant for the current environment and community need.

6. No material change has been made to the plan as a result of this review, with minor changes made to strengthen its alignment to the Organisation Strategy.

RESOLUTION - Item 2.3

Cr Kontelj moved, Cr Nelson seconded -

That Council:

1. **Adopt the Our Community Plan 2021-25 (Update 2022-23); and**
2. **Note the Our Community Plan 2021-25 – Annual Action Plan 2022-23.**

Carried

Financial Sustainability

7. The Plan is the key strategic document informing the Council Budget through the setting of strategic directions and four year-priorities. It helps to guide areas of focus for future Council spending and resourcing.

Community Engagement

8. The Plan was developed in 2021 following significant deliberative engagement and a public exhibition process. Council review has found that the outputs of these engagements are still current and relevant in today's environment. For that reason, no material change has been made to the key elements of this plan, an no additional engagement is required.

Social Equity and Sustainability

9. Sustainability is a key theme of the Plan and a strong focus of the community's 30-year Clever and Creative vision. The Plan recognises the importance of social equity, access and inclusion as a key priority area contributing to the long-term sustainability of our community and region.

Relevant Law/Policy/Legal Implications

10. The Plan (incorporating the Municipal Public Health and Wellbeing Plan) has been prepared in accordance with requirements under the Act and the *Public Health and Wellbeing Act 2008*. Priority areas in the *Victorian Public Health Plan 2019-2023* have been included with the Plan and an exemption from the Department of Families, Fairness and Housing was received on 4 June 2021.

Alignment to Community Plan and Vision

11. The Plan 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*.

    The Annual Action Plan has been developed outlining the key actions to be undertaken in 2022-23 to deliver on the strategic four-year priorities, set out in the plan. The progress of these actions will be reported on publicly each year.

Conflict of Interest

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

Risk Assessment

13. In accordance with section 90 of the Act, Council adopted a Council Plan (Our Community Plan 2021-25) for a period of four financial years in accordance with its deliberative engagement practices, before 31 October in the year following a general election.

Environmental Sustainability

14. As the organisation and region face considerable environmental challenges, the Plan and Annual Action Plan commit the City to take action to address these issues including climate change and waste, increasing population growth and threats to local biodiversity.

Attachments

1. Our Community Plan 2021-25 - Update 2022-23 [**2.3.1** - 40 pages]
2. Annual Action Plan 2022-23 [**2.3.2** - 9 pages]

THE CITY OF
GREATER GEELONG

OUR COMMUNITY PLAN 2021–25

UPDATE 2022-23

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 Peter Murrihy

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 km², 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

269,508
2021 ESTIMATED RESIDENT POPULATION

1.78%
POPULATION GROWTH RATE (2020-21)

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 PETER MURRIHY
Mayor
Brownbill Ward

CR TRENT SULLIVAN
Deputy Mayor
Bellarine Ward

CR STEPHANIE ASHER
Bellarine Ward

CR JIM MASON AM
Bellarine Ward

CR EDDY KONTELJ
Brownbill Ward

CR SARAH MANSFIELD
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 Framework 2022-25* • *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	An open submission opened to selected partner organisations, community groups and advisory committee	Deliberative engagement process	Stakeholder focus groups	Draft plan and 2021–22 budget released for community feedback	Final plan, incorporating feedback from community, adopted by Council
239 responses	*12 submissions*	*4 sessions held with a total of 98 community members*	*8 workshops were conducted*	*126 submissions received*	

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 ACTIVE 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

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) ★

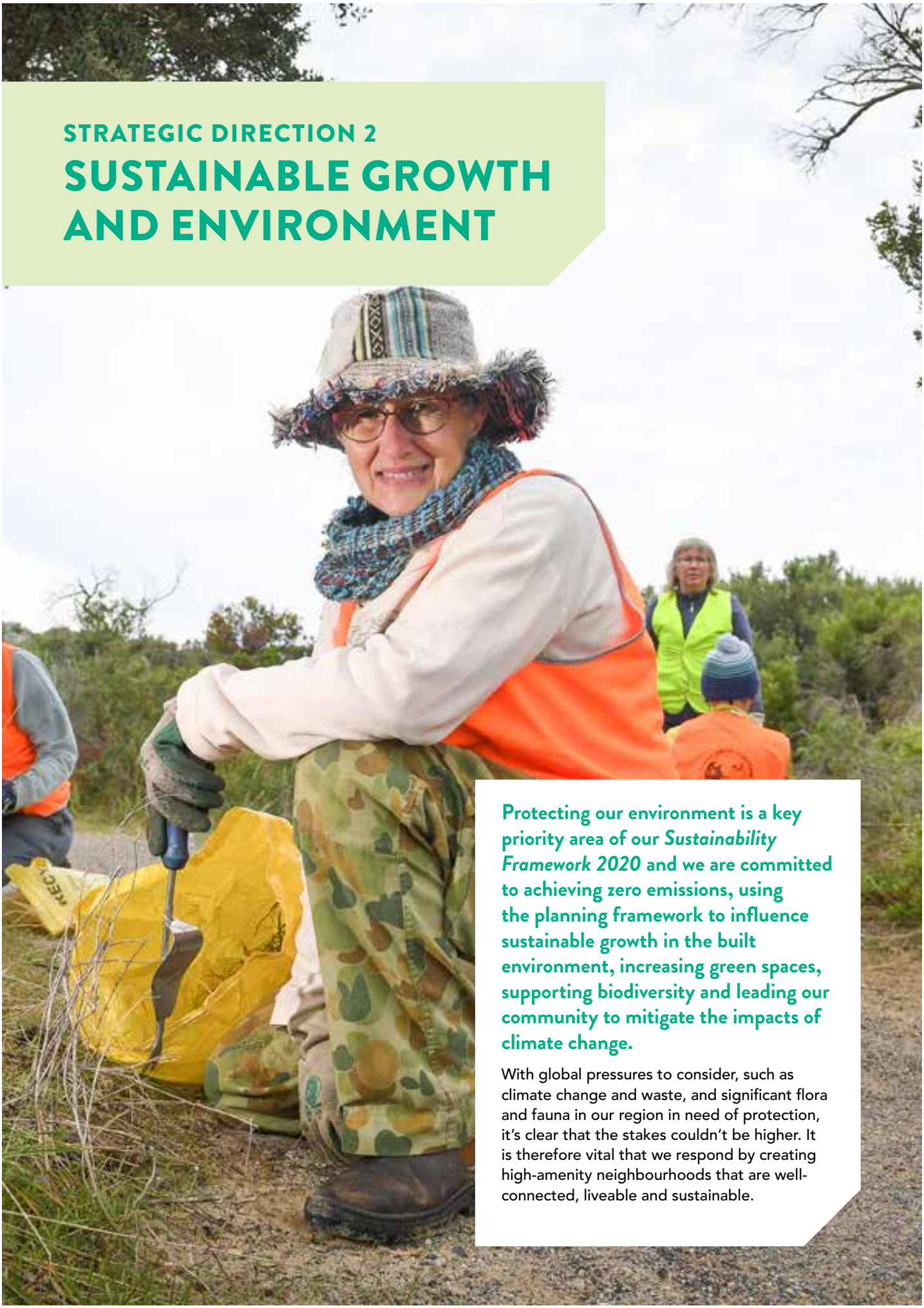
City of Greater Geelong

- 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 by making strategic decisions in alignment with the four-year organisational priorities of this strategic direction, if we are to continue delivering services, programs and infrastructure to our communities in a way that is equitable and valuable.

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 ★
- Foster excellence and equity in planning for our growing region
- Continue to strengthen our workforce capabilities and culture ★
- Create a more efficient and effective organisation
- Develop a digital core of brilliant basic technology that supports better ways of working
- Ensure that our employees are safe at work ★
- Focus on economic, social and environmental 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.

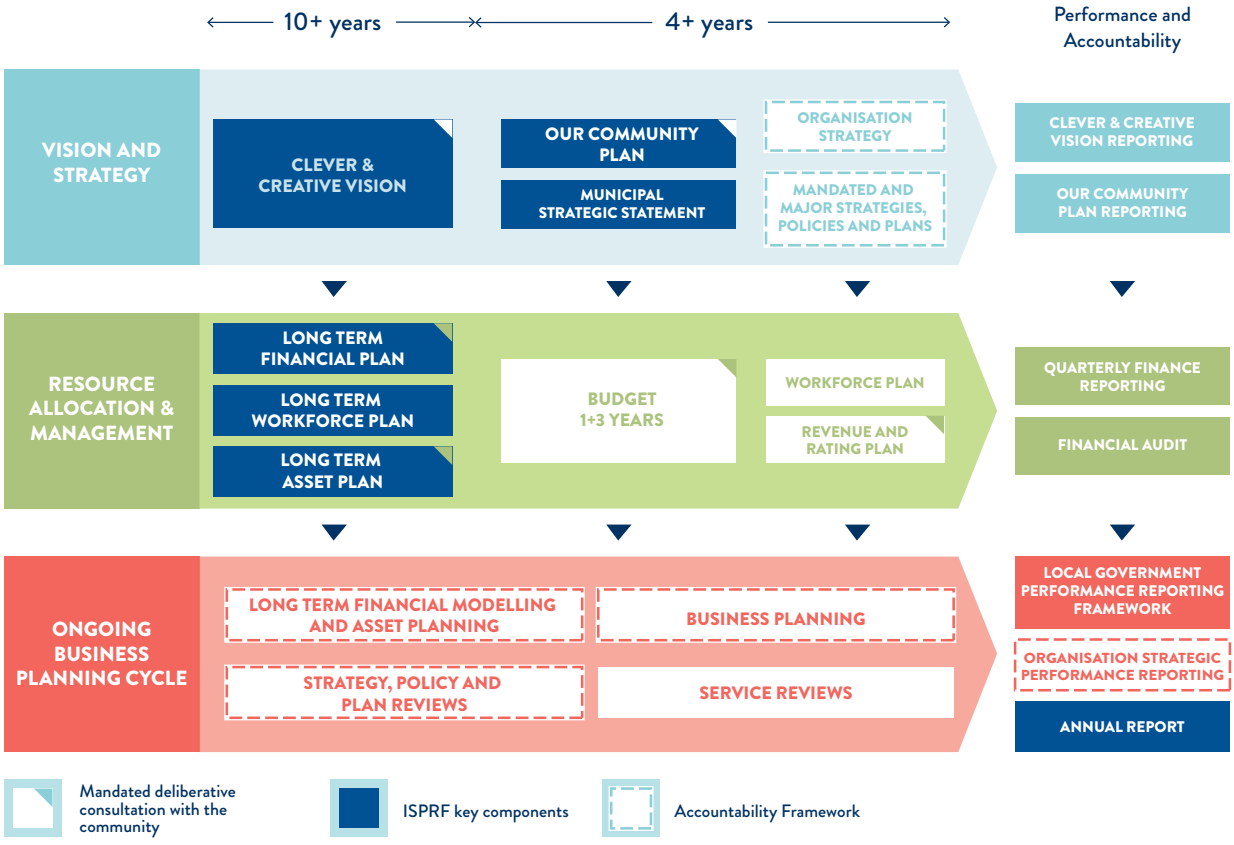


Figure 2: City of Greater Geelong integrated strategic planning and reporting framework

APPENDIX A

SUMMARY OF DEMOGRAPHIC DATA

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

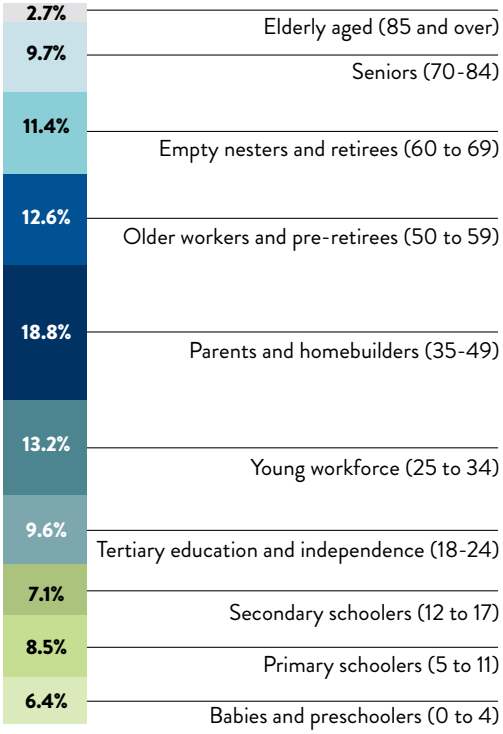


Figure 3: Population demographics (Source: ABS, 2016)

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

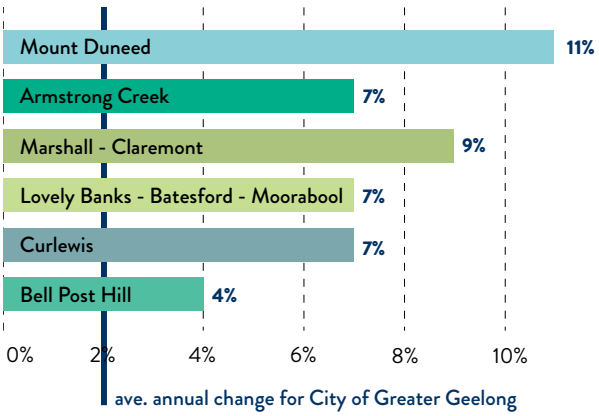


Figure 4: Population growth to 2041 (Source: forecast.id, 2020)

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).

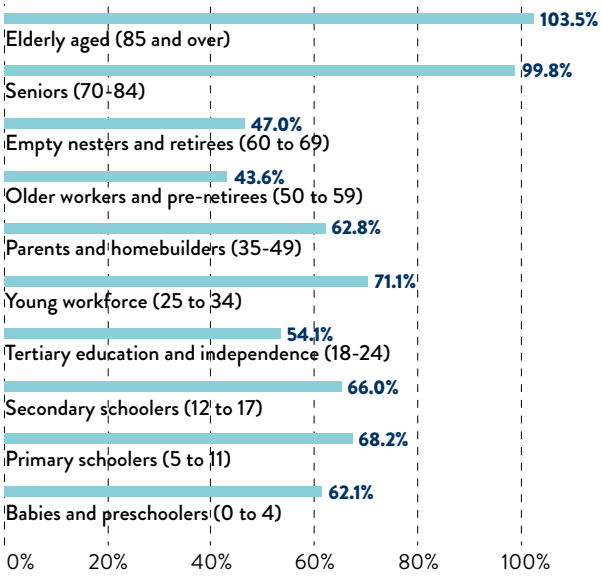


Figure 5: Population increase by life stage (Source: ABS, 2016)

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).

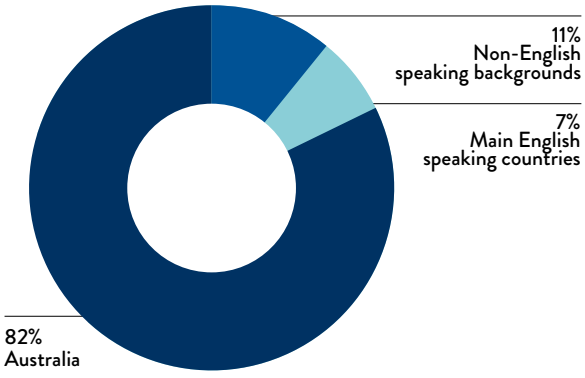


Figure 6: Birthplace (Source: ABS, 2016)

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).

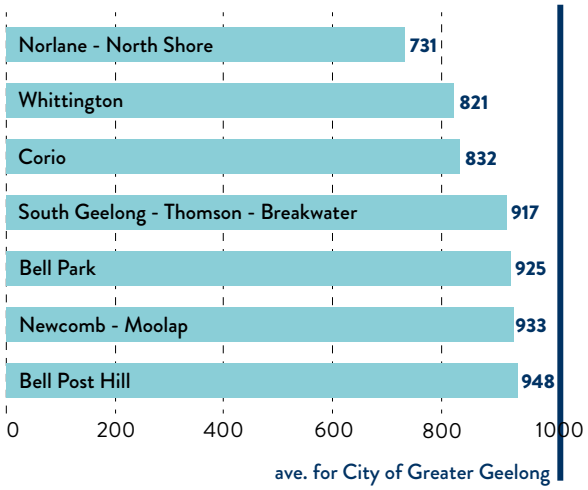


Figure 7: SEIFA scores for different areas (Source: ABS, 2016)

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).

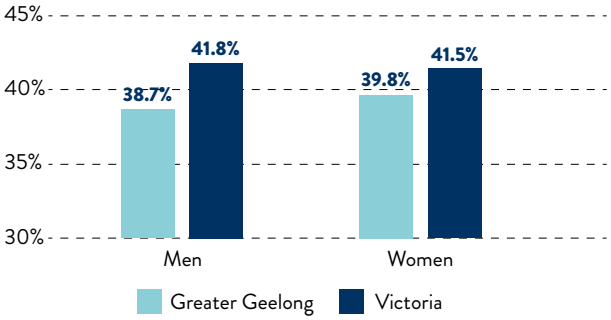


Figure 8: Men and women who rate their health as excellent or very good (%) (Source: VPHS 2017)

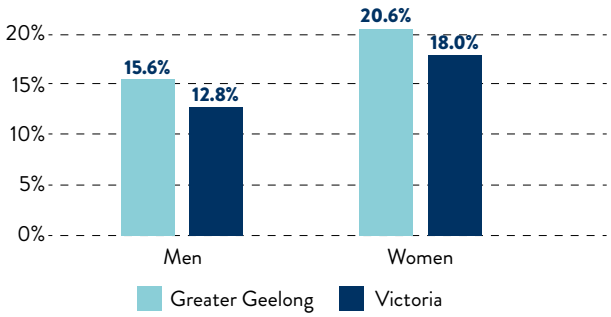


Figure 9: Men and women who report high or very high psychological distress (%) (Source: VPHS 2017)

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.

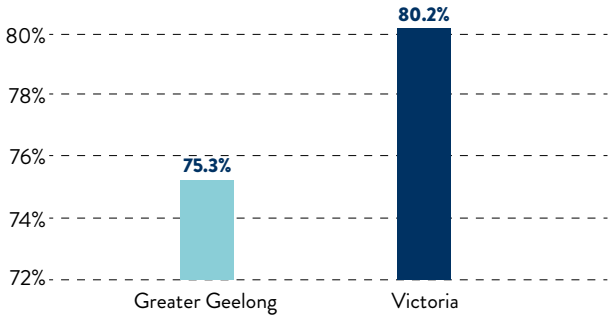


Figure 10: Proportion of adults who feel life is worthwhile (Source: VPHS 2017)

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).

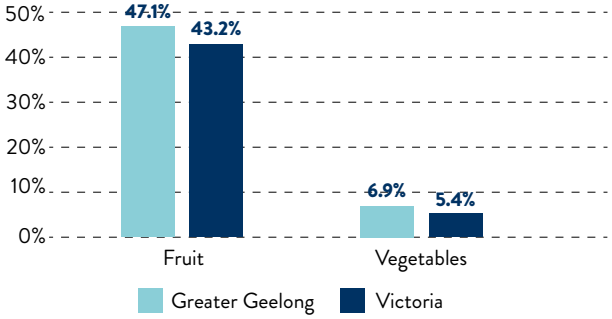


Figure 11: Adults who report meeting fruit and vegetable intake guidelines (%) (Source: VPHS 2017)

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).

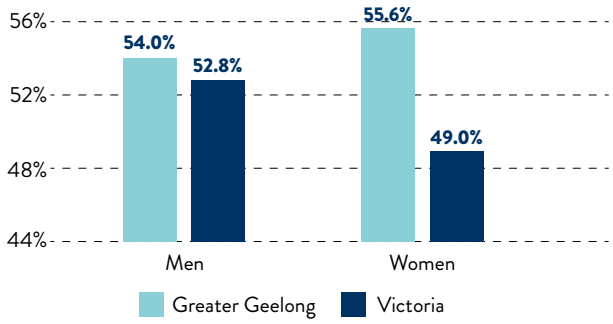


Figure 12: Men and women who report meeting physical activity guidelines (%) (Source: VPHS 2017)

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).

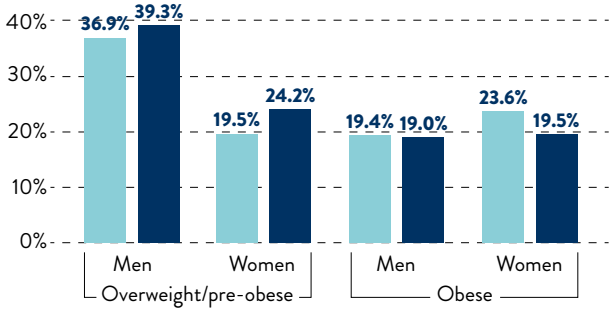


Figure 13: Men and women with a self-reported body mass index classed as overweight, pre-obese and obese (%) (Source: VPHS 2017)

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).

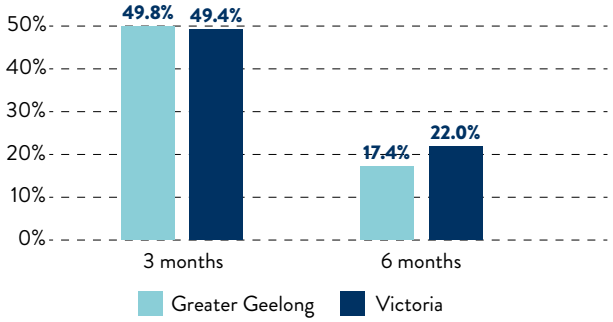


Figure 14: Infants attending Maternal Child Health appointments who were breastfed at 3 and 6 months for 2017–18 (%) (Source: DHHS 2020)

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).

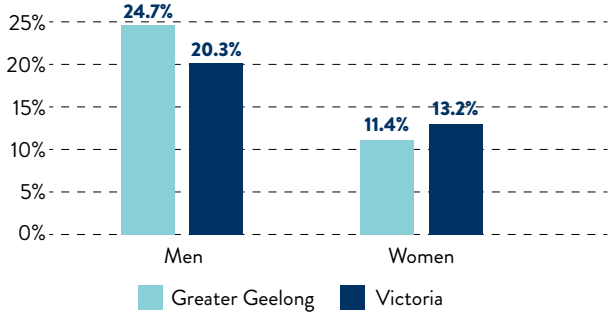


Figure 15: Men and women who report they are current smokers (%) (Source: VPHS 2017)

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).

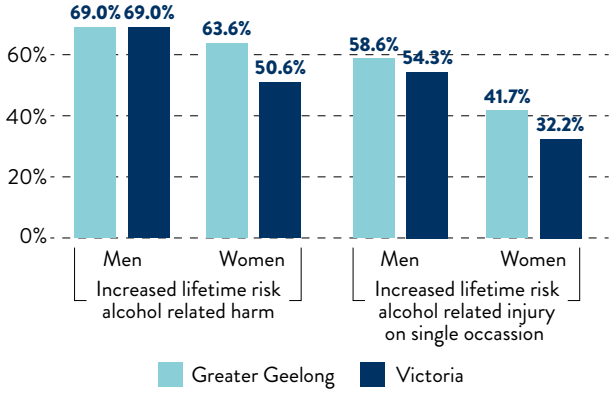


Figure 16: Men and women at increased risk of alcohol-related harm and injury based on self-reported alcohol consumption (%) (Source: VPHS 2017)

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.

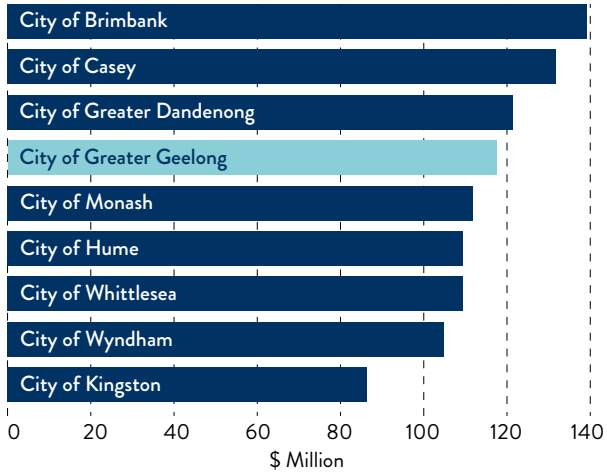


Figure 17: Total losses for players using electronic gaming machines in 2017–18 by municipality (Source: VCGLR, 2020)

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.

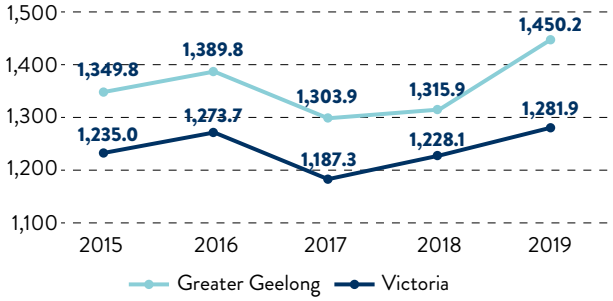


Figure 18: Family incidents recorded by police: rate per 100,000 population 2015–19 (Source: CSA, 2020)

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).

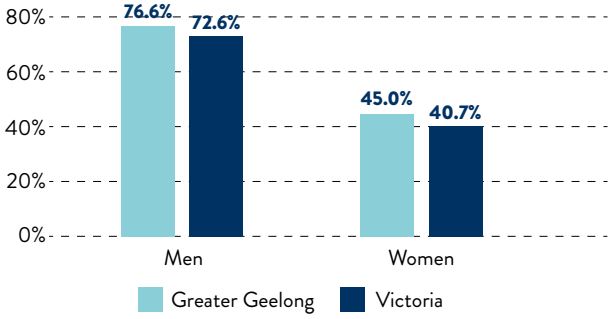


Figure 19: Men and women who report 'yes, definitely' when asked if they feel safe walking down the street after dark (%) (Source: VPHS 2017)

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.

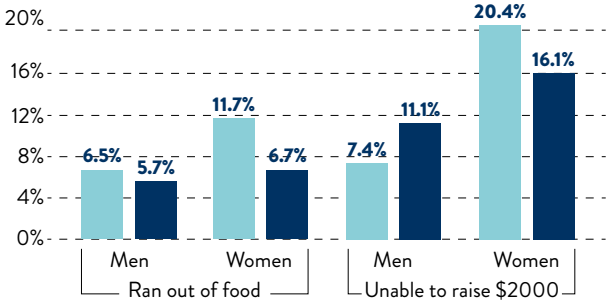


Figure 20: Men and women who ran out of food at any time during the previous year (left) and unable to raise $2000 within 2 days of an emergency (right) (%) (Source: VPHS 2017)

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).

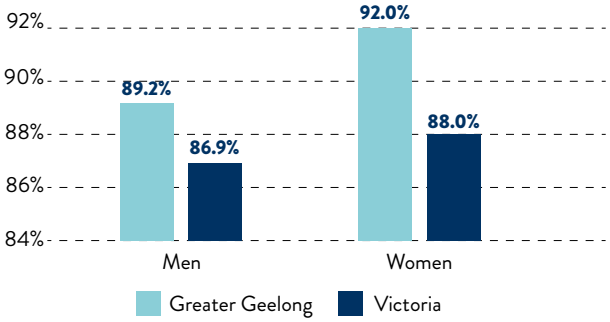


Figure 21: Men and women who have a friend or relative (not living with them) that could care for them (or their children) in an emergency (Source: VPHS 2017)

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.

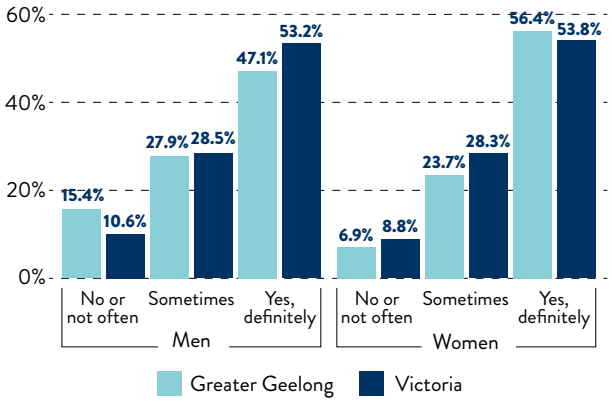


Figure 22: Adults who think multiculturalism makes life in their area better (%) (Source: VPHS 2017)

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).

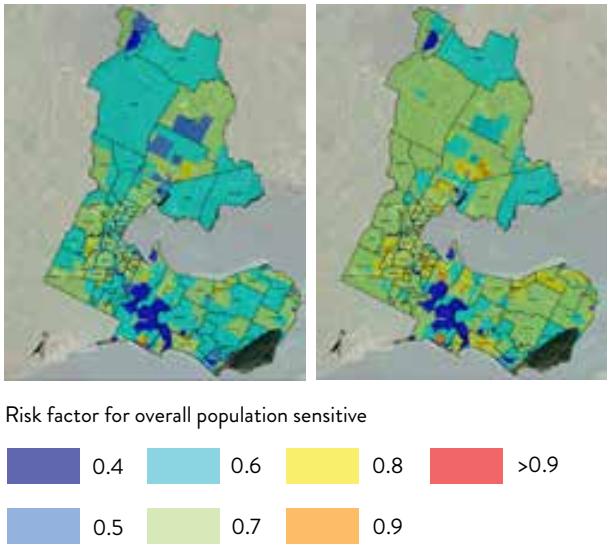


Figure 23: City of Greater Geelong suburbs vulnerable to heatwaves at Mesh Block scale for 2040 (left) and 2070 (right) (Source: Roös et al 2020)

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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CITY OF GREATER GEELONG

THE CITY OF
GREATER GEELONG

OUR COMMUNITY PLAN 2021–25

ANNUAL ACTION PLAN 2022–23

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, we have integrated 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.

The five health and wellbeing priorities are:

- **Tackling climate change and its impact on health**
- **Increasing healthy eating**
- **Increasing active living**
- **Demonstrating and promoting gender equity practices**
- **Improving mental wellbeing and social connection.**

ANNUAL ACTION PLAN

The Annual Action Plan 2022-23 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 64 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
On track	OnT
Needs improvement	NI
Off track	OffT
Off track COVID-19	OffTC
Not yet available	NA
Complete	C

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		2022-23 actions
1.2.1	★	Implement the Municipal Early Years Plan 2022-25
1.2.2	★	Undertake a review of the Livewell Program to ensure it is sustainable and meets the health and wellbeing needs of people aged over 55
1.2.3	★	Update Council's Healthy Food Policy
1.3.1	★	Develop an annual action plan for the Vital Communities project
1.3.2	★	Identify the key safety concerns of the community and articulate the City's role in facilitating a safe Geelong community
1.4.1	★	Develop an annual Ba-gurrk Gender Equity Framework action plan, incorporating actions from the Gender COVID-19 research
1.4.2	★	Commence detailed design of gender neutral facilities at the Leopold Tennis Club
1.5.1	★	Finalise the new Access and Inclusion Action Plan which outlines actions the City will take to reduce discrimination and promote inclusion of people with disabilities
1.5.2	★	Develop an annual Multicultural Action Plan which will guide how the City plans for and supports our multicultural community
1.5.3	★	Commence construction of a new inclusive play space at Rippleside Park
1.6.1	★	Increase the amount of social housing by evaluating Council owned land available for development
1.7.1	★	Complete a feasibility study for a program that makes recommendations on how to deliver a safe and inclusive space for young people within central Geelong
1.7.2	★	Expand our Drop In Feeding support service (0-3 months of age) to include the Bellarine

★ Supports the health and wellbeing priorities

Four-year priority		2022-23 actions
1.8.1	★	Commence working with community on the next Innovate Reconciliation Action Plan
1.8.2		Deliver a training and education program in partnership with Wadawurrung Traditional Owners Aboriginal Corporation with a focus on tourism development and cultural awareness strengthening cultural tourism in the region
1.8.3	★	Partner with Wathaurong Aboriginal Co-operative for local actions around Closing The Gap, an initiative which aims to achieve health and life expectation equality for Australia's Aboriginal and Torres Strait Islander peoples
1.9.1		Collaborate with Wadawurrung Traditional Owners to conserve, digitise and interpret artworks and artefacts of regional importance from across Council's arts and heritage collections
1.10.1	★	Commence construction of the Northern Aquatic and Community Hub
1.10.2		Enhance the City Safe Camera Network (CCTV) across priority neighbourhoods and suburbs
1.10.3	★	Complete final concept Stage 2 design of the North Bellarine Aquatic Centre
1.11.1	★	Prepare Council to make an informed decision about its future in the delivery of in home and community care (under 65s) and aged care (over 65s) services

LINKS TO THE CLEVER CREATIVE VISION

★ Supports the health and wellbeing priorities

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		2022-23 actions
2.1.1		Commence planning for a new residential strategy for Central Geelong
2.2.1	★	Commence development of a draft Integrated Transport Plan
2.2.2	★	Construct the Building Better Bike Connections Southern Link Stage 2
2.3.1	★	Develop a new Open Space Policy and Strategy to facilitate equitable access to open space across the municipality
2.4.1		Prepare the Creamery Road and Elcho Road East precinct structure plan and development contributions plans including environmentally sustainable design initiatives
2.4.2		Review the local planning policy framework in the Greater Geelong Planning Scheme to implement key strategies into the planning scheme
2.4.3	★	Engage key stakeholders in setting a future vision and direction ways to connect building occupants to the natural environment (biophilic design principles) and how to embed this in planning and urban design
2.5.1	★	Develop a plan to transition to low emissions light fleet vehicles
2.5.2		Commence implementation of the new Sustainable Building Policy
2.5.3		Undertake an assessment of City owned gas using infrastructure to support a transition to gas-free operations
2.6.1	★	Develop a community campaign to raise awareness of the region's climate risks, impacts and responses
2.6.2	★	Prepare a discussion paper to increase understanding of the health impacts of climate change and the health co-benefits of mitigation and adaptation strategies
2.6.3		Upgrade to LED street lighting with smart control technology

★ Supports the health and wellbeing priorities

Four-year priority		2022-23 actions
2.7.1		Collaborate with Barwon Water and G21 councils to develop the Regional Renewable Organics Network facility to process the City's organic waste
2.7.2		Collaborate with metro Melbourne councils to deliver the Best Waste Practices in Multi Unit Dwellings project to improve recycling in multi-unit developments
2.8.1	★	Implement the Sparrovale Master Plan phase 1
2.8.2	★	Develop a 10-year Biodiversity Strategy
2.8.3	★	Develop the Southeast Bellarine Coastal Strategy

LINKS TO THE CLEVER CREATIVE VISION

★ Supports the health and wellbeing priorities

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	2022-23 actions
3.1.1 ★	Finalise the City of Greater Geelong 10-year Economic Development Plan to guide and foster economic growth opportunities for the City
3.1.2	Facilitate employment precinct land development to maintain a diversity of employment areas
3.2.1	Deliver Geelong Design Week 2023 showcasing local designers, creatives and innovators and celebrate Geelong's global recognition as Australia's only UNESCO Creative City of Design
3.2.2	Develop and implement Business Events Geelong marketing program to represent, showcase and promote the region as a business events destination
3.3.1 ★	Deliver the Fibre in the North project to enable a high-speed optical fibre network, providing community facilities and public spaces with access to ultra-high-speed internet
3.3.2 ★	Deliver free public Wi-Fi and enhanced broadband to address gaps in digital access and affordability (Geelong Smarter Suburbs)
3.4.1 ★	Commence delivery of demonstration projects to stimulate demand for Cleantech and Circular Economy solutions
3.5.1 ★	Launch a major annual live music program in support of day and night economic activation
3.6.1 ★	Implement the Regional Industry Sector Employment program that supports employment pathways to address Geelong's disadvantaged areas
3.8.1	Identify innovative cleantech solutions through Procurement for Innovation projects
3.8.2	Undertake a review of the City's digital 3D model and develop a roadmap for ongoing management and enhancement to support a Geelong Digital Twin

★ Supports the health and wellbeing priorities

LINKS TO THE CLEVER CREATIVE VISION

★ Supports the health and wellbeing priorities

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 Foster excellence and equity in planning for our growing region
4.4 Continue to strengthen our workforce capabilities and culture
4.5 Create a more efficient and effective organisation
4.6 Develop a digital core of brilliant basic technology that supports better ways of working
4.7 Ensure that our employees are safe at work ★
4.8 Focus on economic, social and environmental sustainability

Four-year priority		2022-23 actions
4.1.1	★	Build a new website to make information and services more convenient and efficient for our community
4.1.2		Protect the City's digital landscape against cyber security threats by establishing a Risk Management Framework and overarching Cyber Policy
4.1.3		Provide the community with an online portal to lodge valuation objections
4.2.1	★	Ensure Council's Priority Projects are current, communicated to key stakeholders and decision makers and ensure active community engagement in the delivery of these projects
4.3.1	★	Develop an impact evaluation framework to monitor the contribution of investment in social infrastructure to community health and wellbeing
4.3.2		Implement the City's approach to deliver integrated strategic planning and reporting activities for the municipality (Integrated Municipal Planning Framework)
4.4.1	★	Deliver new leadership and culture development programs, coaching and performance improvement, learning resources and events
4.5.1	★	Develop the City's approach to addressing customer requests and queries
4.5.2		Complete Target Operating Models for Enterprise Program Management Office, Municipal Planning, and Customer and Community
4.5.3		Develop the City's approach for reviewing the delivery of services
4.6.1		Continue upgrading and modernising the City's digital capabilities
4.7.1	★	Develop a formal and centralised health, safety and wellbeing audit program
4.8.1		Review and update the Long-term Financial Plan 2021-31
4.8.2	★	Develop a partnerships model that supports the organisation to develop stronger and effective relationships with community and key stakeholders

★ Supports the health and wellbeing priorities

2.4. Our Community Plan Quarterly Report - March 2022

Source: **Strategy, People & Performance**
Director: **Kaarina Phyland**

Purpose

1. To present *Our Community Plan Quarterly Report – March 2022* for consideration and endorsement by Council.

Background

2. *Our Community Plan 2021–25* is the City's key strategic document which identifies the outcomes and priorities Council will focus its efforts on over the next four years, to ensure the social, economic and environmental sustainability of our region. As one of Council's key priorities is improving the health and wellbeing of our community, the municipal public health and wellbeing plan has been integrated with the council plan for the first time.

3. *Our Community Plan 2021–25* is supported by an annual budget and an annual action plan, *Our Community Plan 2021–25 – Annual Action Plan 2021–22*, that highlights the projects, initiatives and programs that will take place within the 2021–22 financial year.

4. This quarterly report provides progress against the one-year actions for the period

5. 1 January 2022 – 31 March 2022.

Key Matters

6. There are 85 actions reported upon in *Our Community Plan 2021–25*.

7. At the end of March 2022 — 61 actions were 'on track', eleven actions were 'complete', three actions were 'not started', five actions were 'needs improvement', one action was 'not proceeding' and four actions were 'off track'.

RESOLUTION - Item 2.4

Cr Nelson moved, Cr Mason seconded -

That Council note the Our Community Plan Quarterly Report – March 2022.

Carried

Financial Sustainability

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

Community Engagement

9. The *Our Community Plan 2021–25* quarterly reports are 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 after the Council Meeting, three times a year with the year end results appearing in the City's annual report.

Social Equity and Sustainability

10. *Our Community Plan 2021–25* recognises the importance of social equity, access and inclusion as a key priority area contributing to the long-term sustainability of our community. The quarterly reports document the work we are undertaking to improve equity, access and inclusion for all.

Relevant Law/Policy/Legal Implications

11. The City's activities are guided by the *Our Community Plan 2021–25* which was adopted in accordance with the *Local Government Act 2020* and implementation monitored via the quarterly and annual reports.

Alignment to Community Plan and Vision

12. The quarterly report tracks our progress of *Our Community Plan 2021–25 – Annual Action Plan 2021–22*, which is the first year of actions to support the delivery of *Our Community Plan 2021–25*.

13. This report aligns with the Community led 30-year Vision, *Greater Geelong: A Clever and Creative Future* community aspirations:

    A destination that attracts local and international visitors;
    A fast, reliable and connected transport networ;.
    A leader in developing and adopting technology;
    A prosperous economy that supports jobs and education opportunities;
    An inclusive, diverse, healthy and socially connected community;
    Creative and diverse culture;
    Development and implementation of sustainable solutions;
    People feel safe wherever they are; and
    Sustainable development that supports population growth and protects the natural environment.

Conflict of Interest

14. No Council officers involved in the preparation of this report have declared a general or material interest.

Risk Assessment

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

Environmental Sustainability

16. As the organisation and region face considerable environmental challenges, *Our Community Plan 2021-25* outlines the City's priorities in addressing the issues including climate change and waste, increasing population growth and threats to local biodiversity.

Attachments

1. Our Community Plan Quarterly Report - March 2022 [**2.4.1** - 30 pages]

THE CITY OF
GREATER GEELONG

OUR COMMUNITY PLAN 2021–25

QUARTERLY REPORT

MARCH 2022

CITY OF GREATER GEELONG

2022 feature artist Deanne Gilson at the Geelong Design Week launch event

INTRODUCTION

***Our Community Plan 2021–25 – A Proud, Safe and Healthy Community* is set by our Council to outline how we will work towards the 30-year community vision for the region of making Greater Geelong a clever and creative city-region.**

It represents our community voice and guides our resources to deliver infrastructure, services and programs to ensure the social, economic and environmental sustainability of our region.

For the first time we have integrated the Council plan and Municipal Public Health and Wellbeing plan – so that the health and wellbeing of our community is central to everything we do.

The strategic directions we will focus on for the next four years are:

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

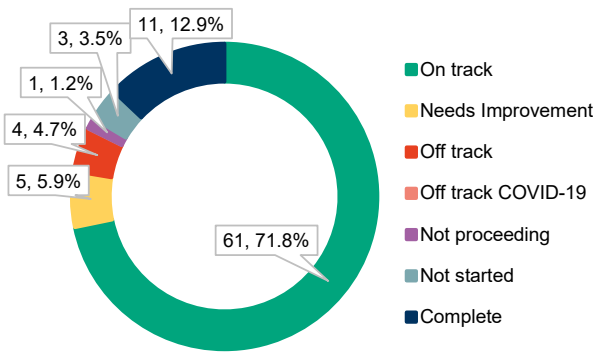
The *Our Community Plan 2021–25 – Annual Action Plan 2021–22* highlights the projects, initiatives and programs that will take place this financial year. This quarterly report was developed to meet our commitment to transparent performance reporting, including progress updates on our four-year priorities and actions.

STATUS UPDATE

We committed to 85 actions in our Annual Action Plan this year.

At the end of March 2022:

- **61 were 'on track'**
- **Eleven were 'complete'**
  - *Upgrade an existing fenced dog park located at Stead Park, Corio and deliver a new fenced dog park located in Rennie Street, Lara*
  - *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*
  - *Continue construction of the Green Spine project between Gheringhap and Moorabool Streets, on the north side*
  - *Identify actions to achieve the City's emissions reduction targets and manage climate-related risks through development of the Climate Change Response Plan*
  - *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*
  - *Implement a pilot food waste collection service for residents*
  - *Adopt and commence implementation of a masterplan to protect and restore the Sparrovale Wetlands Reserve*
  - *Develop and implement business programs to support the circular economy in partnership with state government*
  - *Implement second hour free parking in 2P parking zones in central Geelong*
  - *Implement a campaign for employees aimed at increasing awareness and uptake of volunteering in the local community*
  - *Increase employee engagement and communication messages on physical and mental health, and safety in the workplace*
- **Three were 'not started'**
  - *Review the Multicultural Action Plan 2018–2022 in partnership with the Multicultural Advisory Committee and key stakeholders*
  - *Adopt an updated Heritage Strategy 2017–2021*
  - *Engage with key stakeholders in the development of the draft Integrated Transport Plan, to improve integration of all modes of transport including active transport*
- **Five were 'needs improvement'**
  - *Adopt and implement the City's first Positive Ageing Strategy and co-design an action plan with the community*
  - *Partner with key stakeholders and community safety networks to develop a community safety framework*
  - *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*
  - *Adopt a Biodiversity Strategy to protect and restore the natural environment*
  - *Develop the City's 10-Year Economic Development Plan to support the ongoing socio-economic prosperity of the region*
- **One was 'not proceeding'**
  - *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*
- **Four were 'off track'**
  - *Partner with Wathaurong Aboriginal Cooperative to review the Closing the Gap agreement and targets*
  - *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*
  - *Finalise a long-term settlement boundary for urban Geelong*
  - *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)*



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 ★

On track | Needs improvement | Off track | Off track COVID-19 | ✓ Complete | NP Not Proceeding

Four-year priority	2021–22 actions	Progress comment	Status
1.1.1	*Develop opportunities for community, groups, clubs and volunteers that builds capacity and capability in governance, leadership and sustainability* ★	We activated development opportunities including: • creation of an alternative online Community Leadership program for 2022 • onboarding the Grovedale Neighbourhood House community steering group. We also supported community groups and organisations through: • the Community Agents of Sustainability Network • hosting Community Grant Information sessions and workshops • publishing a free quarterly Community Training Calendar • hosting and coordinating the Geelong Pre-employment Professionals Network • gathering data on the use of and challenges for sports and recreation clubs across the municipality to assist us with future planning • implementation of *Community Garden Assessment Guidelines* for residents who want to establish and manage a community garden on City owned and/or managed land.	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
1.2.1	*Develop a nutrition toolkit for infants to older adults including a focus on First Nations and culturally and linguistically diverse communities* ★	We developed a free nutrition toolkit, *Eat Well Live Well - Healthy eating for every life stage*, with information and practical advice to help community members develop healthy and sustainable eating patterns, habits, and skills at home. We released it to our community in October 2021, with versions in several community languages launched in March 2022. In addition, we will work with members of our First Nations community to create a practical toolkit.	■
1.2.2	*Partner with G21 to implement the G21 Healthy Eating and Active Living (HEAL) priority 2021–2025 Regional Plan* ★	We worked with G21 to review and update the *Healthier Eating and Active Living (HEAL) Orientation Guide – G21 Region Planning and Action 2017–2021*. With changes with the G21 Primary Care Partnership program, this program is now transitioning from a collective program amongst the five Councils to Barwon Health. We will continue to work to progress our healthy eating and active living agenda to support our community to make healthy lifestyle changes to improve health and wellbeing.	■
1.2.3	*Adopt and implement the City's first Positive Ageing Strategy and co-design an action plan with the community* ★	Council adopted the *Respected, Connected and Thriving – Positive Ageing Strategy 2021–2047* on 28 September 2021. This long-term strategy outlines several priorities that support healthy and happy ageing for people over 55 years of age in Greater Geelong. We are seeking community feedback on the strategy. This will be followed by a workshop with internal stakeholders, service organisations and community members to co-design the strategy implementation plan in April 2022. The action plan is due for completion in June 2022.	◆
1.2.4	*Deliver programs and services that improve health and wellbeing outcomes across all life stages in our leisure services* ★	We provided wellness opportunities for our community through the delivery of programs and activities while ensuring our leisure and recreation facilities remained agile during COVID-19 restrictions. This included: • recreational programming • general membership • learn to swim, lap swimming • active adults • outdoor and indoor exercise. We also used online social media to engage and deliver updates, provide virtual training, and monthly e-newsletters to members including sports precinct, Webstar, Active Update and the LiveWell publications presenting children activities, water safety, recipes, and health and fitness tips to all members of the community. In addition, we continued to upskill our leisure and recreation employees' qualifications in First Aid, lifeguarding and CPR. We delivered six family fun days across January/February 2022 to encourage family participation in health and wellbeing and since the end of COVID-19 restrictions we commenced a full resumption of programs.	■

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
1.2.5	*Develop the Municipal Early Years Plan 2022–2025 to support the wellbeing and development of children and families* ★	We consulted with families and stakeholders to inform the development of the draft *Municipal Early Years Plan 2022–2025*. This draft plan aligns our efforts to support the health and wellbeing of children in our municipality, and influence and improve their educational and developmental outcomes. The draft strategy is expected to be considered by Council in July 2022.	■
1.3.1	*Partner with key stakeholders and community safety networks to develop a community safety framework* ★	Our community safety framework supports the achievement of a community that feels welcome, safe, and connected. We sought feedback on the framework with over 120 submissions received and these are currently being considered. It is intended that the draft framework will be ready for Council adoption in August 2022.	◆
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* ★	We are not proceeding with Phase 2 of the Reducing Racism Project due to resourcing issues. The purpose of this project was to raise awareness about the prevalence and seriousness of racism, discrimination, and vilification in our society and drive down the rising experiences of racism through campaigns, education, and awareness raising. Phase 2 of the project, raising awareness training, was due to take place in 2021 but was placed on hold due to COVID-19 restrictions. Our community can currently access information and report racism via the Geelong Australia website.	NP
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* ★	We are partnering with Women's Health and Wellbeing Barwon South West and G21 to develop the G21 *Respect 2040* plan aimed at reducing violence against women through primary prevention initiatives. The G21 Prevention of Violence Against Women – Respect 2040 working group held workshops to develop common language and identify the range of organisational responses and responsibilities. We held a partners and stakeholders forum on 14 December 2021 to identify collaborative actions that can prevent violence against women before it occurs. This resulted in identifying some key strategies and actions to promote messages and implement prevention strategies. The working group will continue to co-design a collective impact approach and governance model. Further mapping is being undertaken by partner agencies which will result in a final plan to be developed and delivered by the end of June 2022.	■

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
1.4.2	*Implement the Gender Impact Analysis tool across a range of community focused services* ★	We established a dedicated project to increase gender equality in the workplace and appointed a role to help develop our first Gender Equality Action Plan (GEAP). The GEAP will build on our strategy for diversity and inclusion, and commitment to build a healthy and inclusive culture. Due to the impact of the COVID-19 pandemic, deadlines were extended. We successfully submitted our Workplace Gender Audit and GEAP, inclusive of a Gender Impact Analysis tool, to the Gender Equality Commission for the Public Sector (December 2021 and March 2022 respectively). Gender analysis will allow us to identify opportunities and new, inclusive ways of doing business to support our community. We recognise that power imbalance of gender and the impact that this inequality has on safety, health, wellbeing, and economic life of gender diverse people. It is also evident that gender inequality is crucial to ending violence against women and children. We will commence work shortly to determine implementation of gender impact analysis across our policies and services in line with expectations set out in the *Gender Equality Act 2020.*	
1.5.1	*Implement and report on the fourth year of the Access and Inclusion Action Plan 2018–22 to inform new direction priorities* ★	Our *Access and Inclusion Action Plan 2018–22* aims to improve outcomes for members of our community who otherwise may face inequity in accessing community facilities or activities. We completed a formal report of our progress in June 2021 and are implementing the remaining actions across the organisation. We will engage an external consultant to deliver a final report in June 2022 and to develop the next action plan.	
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* ★	We developed an Inclusive Events tool so that the events we deliver consider the needs of people with access challenges. The tool was trialled and assessed via an internal pilot program as our ability to trial the tool more broadly was significantly impacted by COVID-19 restrictions. It is now ready for implementation and promotion with major events once they recommence.	
1.5.3	*Explore a range of opportunities to embed the City's social equity principles across a range of community focused services* ★	We held workshops with members from Council's Advisory Committees, our Clever Creative vision partners, and employees to inform the development of the Social Equity Framework. The framework outlines our approach with a common set of principles and sets out the outcomes that will guide how we engage and support our community to be able to participate, be included and have the opportunity to live a healthy and fulfilling life. We sought feedback on the framework across February 2022 with 13 submissions received and considered. A revised draft will be considered by Council in May 2022.	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
1.5.4	*Review the Multicultural Action Plan 2018–2022 in partnership with the Multicultural Advisory Committee and key stakeholders* ★	Our planned review of the *Multicultural Action Plan 2018–2022* has been delayed due to resourcing issues. This plan guides how we plan for and support our multicultural community as we recognise that many people from multicultural backgrounds can experience unique barriers to participation including access to information, cultural differences, racism, discrimination, and exclusion. Given these barriers can lead to poorer health and wellbeing outcomes; the City strives to foster inclusive cultural practices and learn from the community voice as much as possible. It is anticipated that we will commence work to refresh and update the action plan with members of the Multicultural Action Plan Advisory Committee in April 2022.	Not started
1.6.1	*Implement the City's Social Housing Plan 2020–41* * ★	Council endorsed the *Social Housing Plan 2020–41* in February 2020 and since that time a range of actions were implemented. In addition, we partnered with Homes Victoria, to fund the One Hundred Dwellings feasibility study to identify Council owned land suitable for the delivery of social and affordable housing dwellings. We are seeking community feedback on three proposed sites identified in Corio, Belmont and Bell Post Hill. Feedback will inform a report expected to go to Council for consideration in mid to late 2022. We also held four meetings with members of the recently formed Social and Affordable Housing Advisory Committee to gain feedback on a range of discussion points, including the state government's draft *Ten-Year Social and Affordable Housing Strategy for Victoria* and involvement in and the establishment of a Geelong Affordable Housing Trust.	
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* ★	We designed the process for delivery of the *Our Community Places, Spaces and Services – A Social Infrastructure Plan for the City of Greater Geelong Generation One: 2020 – 2023*. We revised timelines for the delivery of Generation 2 of the Social Infrastructure Plan and anticipate delivery in November 2022. As part of Generation 2, a series of new standards were developed to address social equity and sustainability principles and used to inform the deliberative engagement process for the *Asset Management Strategy* in November 2021. We intend to consult with Councillors on a draft Social Infrastructure Plan throughout 2022.	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
1.7.2	*Implement recommendations from the Vital Communities Social Research Project and Gender COVID Impact Analysis* ★	Our Vital Communities research project provides a contemporary look at the challenges faced by some of our most socio-economically disadvantaged communities. It also has recommendations on how the City can assist in bridging the gaps around key determinants of health including employment, education, housing, and access to services. Council noted the *Vital Communities – Strategies for Alleviating Locational Disadvantage in Geelong* in June 2021. Specific recommendations underway from this program include: • implementation of the Regional Industry Sector Employment program • implementation of the One Hundred Dwellings feasibility study for social housing • establishment of an Advisory Committee that supports the development of the Northern Aquatic and Community Hub • completed community engagement on the design concepts for Labuan Square, Norlane. Actions implemented as a result of the Gender COVID impact analysis include: • development of an integrated communication plan linked to safe at home family violence information is currently underway • completion and publication of the YourGround safety in public space project • report and specialist forum in February 2022 regarding access to emergency and crisis accommodation for women. • commencement of mapping of free Wi-Fi across the municipality for public access.	
1.7.3	*Continue to advocate for funding to deliver the Northern Aquatic and Community Hub* ★	We successfully advocated for state and federal government funding for construction of the Northern Aquatic and Community Hub. In addition to Council's funding commitment of $44.84 million, we received $8.5 million in the 2021–22 Budget and $8.26 million through the Australian Government Local Roads and Community Infrastructure Fund. The Northern Aquatic and Community Hub will directly contribute to the health and well-being of residents in the north and surrounding areas by providing state of the art health and fitness facilities, with a projected preventative health benefit of over $111 million over the first 10 years of operation. We commenced construction in February 2022 and will continue to seek further state and federal funding opportunities to support delivery of this facility.	
1.8.1	*Evaluate and report on the Reflect Reconciliation Action Plan and commence development of the Innovate Reconciliation Action Plan* ★	We commenced evaluation of the *Reflect Reconciliation Action Plan May 2020–May 2021* with a report provided to Reconciliation Australia outlining the key milestones and responding to questions raised. Council re-engaged the consultants who facilitated this plan to undertake a review process with Councillors, key stakeholders, and members of the Kilangigj Aboriginal Advisory Committee. A report of findings was shared with members of our Kilangitj Aboriginal Advisory Committee and will form part of a report to be considered by Council in June 2022.	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
1.8.2	*Partner with Wathaurong Aboriginal Cooperative to review the Closing the Gap agreement and targets* ★	We are involved in the implementation of the Best Start initiative that supports families and caregivers to provide the best possible environment, experience and care for children from birth to age eight. Our Best Start facilitator co-brokers the Best Start Partnership meetings with Aboriginal Best Start facilitators to plan, deliver and monitor evidence-based strategies that deliver positive outcomes for children. Closing the Gap aims to close the health and life expectancy gap between Aboriginal and Torres Strait Islander people and non-indigenous Australians within a generation. This program is ongoing and relies on a strong partnership between us and members from the Wathaurong Aboriginal Cooperative with whom we are meeting to finalise local targets. Unfortunately, due to resourcing changes, a partnership agreement has not progressed, however, the interest remains to be further explored with the Wathaurong Aboriginal co-operative. It is likely that this action will be reviewed for action in the next financial year.	
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* ★	We are working on business cases to extend, expand and reinvigorate three of our cultural facilities to meet the current and future needs of our community. These facilities contribute to improved health and wellbeing by providing our community with accessible places and spaces to participate, connect, learn, be inspired, and contribute to the cultural life of the city. Actions on these three business cases include: • completion of the business case for the expansion of the Geelong Gallery. • further Councillor and stakeholder consultation on the National Wool Museum Future Vision project, with this report now due for completion by 30 June 2022 • delay to The Potato Shed redevelopment until state government funding is confirmed, with a decision anticipated by April 2022.	
1.9.2	*Prepare a First Nations Cultural Heritage Grant program to fund the identification, conservation and promotion of Aboriginal heritage places* ★	Our First Nations Cultural Heritage Grant program was developed in collaboration with Wadawurrung Traditional Owners Aboriginal Corporation. It provides avenues for self-determination and preservation of cultural heritage across Greater Geelong. Council adopted this program in November 2021, and we have completed our first round of the 2021–22 First Nations Cultural Heritage Grant program, awarding $60,000. We commenced a second round of grants awarding $140,000 on 12 February which closes 11 April 2022.	
1.10.1	*Progress the design and construction of the Armstrong Creek West Child and Community Hub* * ★	The building design for the Armstrong Creek West Child and Community Hub was completed in September 2021 and the construction tender awarded in December 2021. Works commenced onsite in January 2022 and are expected to be completed in early 2023. This facility will provide additional kindergarten places and facilities for maternal and child health services to support the health and wellbeing of children in this local community during the important early life stages.	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
1.10.2	*Progress the design and construction of the Northern Bellarine Aquatic Centre* * ★	The Northern Bellarine Aquatic Centre design was completed in September 2021 with the construction tender awarded in December 2021. When completed, this facility will address an identified inequity in the provision of aquatic facilities that support community participation in aquatic recreation activities and increase participation in physical activities to improve health and wellbeing.	■
1.10.3	*Review and update the Social Infrastructure Plan, with particular regard to the needs of young people and early years services* ★	We commenced identifying opportunities to improve access to safe, adaptable spaces that enhance social connections for youth across the municipality. Upon further consultation with the Youth Council, we completed the draft youth and early network plans to inform the *Social Infrastructure Plan Generation 2*, anticipated to be delivered in November 2022. We intend to produce the draft youth network plan for Youth Council consultation prior to finalisation of the plan in 2022.	■
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* ★	We upgraded and opened the Stead Park dog park in July 2021. In addition, we completed construction of a new fenced dog park in Lara in December 2021. The provision of fenced dog parks across the municipality provides an opportunity for dog socialisation and acts as a place of local connection for dog owners.	✓
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* ★	We originally provided details to Council on 5 September 2018 about our aged care services and the national aged care reform agenda. We then updated Council on 14 September 2021 on the outcome of The Royal Commission into Aged Care Quality and Safety, the federal government's response, and potential impact on our services. Given the ambiguity about the form and function of future services in some areas, Council agreed to our recommendation to monitor advice about service changes and provide a further update in June 2022. However, federal government is now developing a new Support at Home Program which we will monitor and brief Council in November 2022 instead of June 2022.	■
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* ★	We provided a Councillor briefing note to Councillors in March 2022 on this matter. Improving mental health and social connection is one of our key health and wellbeing priorities and addressing the ongoing impact of the COVID-19 pandemic continues to be a focus area. The Royal Commission into Mental Health provides recommendations on strategies to promote social connection, inclusion, and community participation.	✓

LINKS TO THE CLEVER CREATIVE VISION

AN INCLUSIVE, DIVERSE, HEALTHY AND SOCIALLY CONNECTED COMMUNITY

PEOPLE FEEL SAFE WHEREVER THEY ARE

CREATIVITY DRIVES CULTURE

* Major initiative

★ Supports health and wellbeing

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 ★

On track | Needs improvement | Off track | Off track COVID-19 | ✓ Complete | NP Not Proceeding

Four-year priority	2021–22 actions	Progress comment	Status
2.1.1	*Prepare the Elcho Road East and Creamery Road Precinct Structure Plans*	We presented a draft future urban structure for the *Creamery Road Precinct Structure Plan* to landowners with agency consultation scheduled to commence in May 2022. The *Elcho Road East Precinct Structure Plan* will progress in parallel with the strategic impact assessment for matters of national environmental significance.	
2.1.2	*Adopt an updated Heritage Strategy 2017–2021*	We plan to undertake an update of the *Heritage Strategy 2017–2021* in the second half of 2022.	Not started
2.1.3	*Deliver program of Structure Plans and Urban Design Frameworks to facilitate housing supply* ★	Council adopted the Gordon Avenue and Heritage Core Precincts in the *Final Pakington Street (Geelong West) and Gordon Avenue Urban Design Framework* in December 2021. We will undertake further community consultation on the *Pakington Street North Precinct*. In addition, we concluded consultation on the interim final *South Geelong Urban Design Framework*. These projects will assist to facilitate a range of different housing types to meet community needs.	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
2.1.4	*Finalise a long-term settlement boundary for urban Geelong*	We prepared a background report and discussion paper in relation to a long-term settlement boundary. Essential field work was delayed due to COVID-19 restrictions. Our community engagement on the report and discussion paper commenced 30 March 2022 and will close on 27 May 2022.	
2.2.1	*Complete improvement works and address trail and network gaps as identified by the Shared Trails Masterplan* * ★	Council approved the governance framework for the delivery of our *Shared Trails Masterplan* adopted in March 2020. This masterplan encourages recreational activity and connections between locations and townships, promoting active living. We completed feasibility studies for the four *Shared Trails Masterplan* priority connections: Ocean Grove to Point Lonsdale, Ocean Grove to Drysdale, Drysdale to Portarlington, and Lara to You Yangs. The results of the feasibility and next steps will be reported to the Councillor Shared Trails Portfolio Committee in April 2022.	
2.2.2	*Build the Better Bike Connections - Southern Link stages 1 and 2 to link Waurn Ponds to Central Geelong* ★	We completed most of the civil construction works for Stage 1 of the Southern Link from Malop Street to the Barwon River with traffic signal works to be undertaken in early 2022. In addition, Council approved the tender for Stage 2 in March 2022 with detailed design continuing. The Building Better Bike Connections project provides routes that are designed to be used by cyclists of a wide range of ages and abilities to safely ride to destinations like shopping areas and key employment precincts.	
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* ★	We delayed the development of an Integrated Transport Plan pending project resources.	Not Started
2.2.4	*Adopt the Central Geelong Parking Strategy*	We completed a draft *Central Geelong Parking Strategy* which will be reviewed by the Central Geelong Business Reference Group in April 2022 and by Councillors in May 2022.	
2.2.5	*Implement the Armstrong Creek Land Acquisition Program* *	We notified affected landowners and subsequently initiated the Armstrong Creek land acquisition program with 11 properties (or part thereof) to be compulsory acquired during April 2022. The acquired land will create active open space, drainage, or road infrastructure.	
2.3.1	*Commission new public art assets to develop the City's outdoor collection* ★	We launched a new women-only Street Art commission project to celebrate International Women's Day 2022. Our focus on women in public art promotes gender equity by encouraging female artists to contribute to our cultural life. We contracted two artists are part of the Relocatable Public Art commissions. Commissioning public art that can be relocatable provides us with an opportunity to activate public spaces across the municipality and engage with diverse communities in several locations. 'I AM' is a relocatable public art sculpture, that provides an opportunity to raise awareness and celebrate members of the Greater Geelong community who have a lived experience with disability. We will complete restoration of the Belcher Drinking Fountain in April 2022.	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
2.3.2	*Plant more trees through the Urban Forest Strategy and create opportunities for community planting* ★	We planted 1,549 street and park trees in areas with the highest need and low canopy cover. As these trees grow and mature over the next five to 15 years, they will provide canopy cover and shade. Tree planting is suspended during the warmer months and this time is used to water, mulch, and care for our young trees, as well as plan for our 2022 planting season. Providing water and arboriculture care to young trees in their first few years, particularly in hot months, helps them establish well and grow into healthy mature canopy trees. These trees will form the future of Geelong's Urban Forest, shading our streets and parks, cooling and beautifying our municipality and encouraging people to be more active.	■
2.3.3	*Work with the Department of Environment, Land, Water and Planning to deliver the Central Geelong Framework Plan*	We provided evidence to a public hearing for the *Central Geelong Framework Plan* in September 2021. The Central Geelong Framework Plan Advisory Committee submitted its report to the Minister for Planning in December 2021. A decision on this matter is expected by the end of June 2022 at which point the planning scheme amendment will commence.	■
2.3.4	*Continue construction of the Green Spine project between Gheringhap and Moorabool Streets, on the north side*	We partnered with the state government to progress construction of Geelong's Green Spine, aimed at supporting Central Geelong to be a liveable, walkable, and bicycle-friendly city. As the site is recognised as being significant to the Traditional Owners of Geelong, a key outcome was for enhanced cultural respect and recognition of the continuing culture of the Wadawurrung. Work on the north side of Malop Street between Gheringhap Street and Moorabool Street is completed.	✓
2.4.1	*Develop best practice Environmentally Sustainable Design Action Plans for the first two precincts in the Northern and Western Geelong Growth Areas*	We commissioned Deakin University to develop best practice Environmentally Sustainable Design Action Plans for the first two precincts in the Northern and Western Geelong Growth Areas. We will commence consultation on the sustainable development initiatives in May 2022.	■
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*	We are reviewing and updating our *Sustainable Building Policy* which guides organisational practices to manage the social, environmental, and financial aspects of our buildings. Our updated draft policy document should be completed by June 2022.	■

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
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*	We joined the Council Alliance for Sustainable Built Environment (CASBE) and other Victorian Councils on a joint research project. This venture aims to elevate Environmentally Sustainable Development (ESD) targets for new development. We are assessing a draft report provided by CASBE regarding elevating ESD within the Planning Scheme.	■
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* ★	Council adopted the *Climate Change Response Plan 2021–30* in November 2021. This plan provides a roadmap for the City to support the region to reduce emissions, minimise climate change impacts and facilitate new opportunities and partnerships with community in relation to the global climate emergency. A key feature of this plan is the new target of zero net emissions by 2035.	✓
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* ★	Our *Climate Change Response Plan 2021–30* recognises the importance of equity, access and inclusion as key priority areas contributing to the long-term sustainability of our community. The actions contained within this plan aim to improve social equity, including reducing climate change impacts, and increasing access to affordable clean/low emission sourced energy.	✓
2.6.2	*Design a framework for the community climate action strategic partnerships funding*	As part of the development of the *Climate Change Response Plan 2021–30*, we committed to an innovative new funding model. This model will support climate action delivered by volunteers and not-for-profit groups in the community. A draft funding framework will be considered by Council in May 2022.	■
2.6.3	*Upgrade to LED street lighting with smart control technology* * ★	We completed Stage 1 of the upgrade to LED street lighting with the changeover of approximately 13,000 residential street lights and installation of 130 new lights. We plan to install Stage 2 of the street light changeover on roads with higher traffic volumes, from April 2022. The changeover will reduce energy consumption and save more than 8,000 tonnes of carbon emissions each year as well as making our streets and public spaces safer through higher quality and better directed lighting.	■
2.6.4	*Deliver a regional Integrated Water Management Strategy with key stakeholders including Barwon Water and Corangamite Catchment Management Authority* ★	The Department of Environment, Land, Water and Planning funded a joint City and Barwon Water resource. This resource will support the development of an inter-agency storm water harvesting protocol, a storm water quality treatment offsets scheme and an Integrated Water Management Plan for the City. Integrated water management reduces use of potable water, improves water quality in our creeks and ocean and creates greener open spaces for fauna, flora, and passive recreation.	■

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
2.7.1	*Implement a pilot food waste collection service for residents* ★	We commenced a trial household food organics collection on 5 November 2021. This trial aims to reduce the amount of food waste going to landfill, which in turn helps reduce greenhouse gas emissions, odour, and leachate production. This trial is a key action from our *Climate Change Response Plan 2021–30 and Waste and Resource Recovery Strategy 2020–2030* and will run for 12 months. After this it will be evaluated and refined, with the aim to roll out the service municipal-wide in 2024. It was a successful trial, with high bin presentation rates, low contamination and 25 tonnes of material diverted from landfill.	✓
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*	Council is partnering with Barwon Water, G21 Councils and Wyndham City Council to explore opportunities for a regional organics processing facility. Council signed a Waste Supply Agreement with Barwon Water to supply the regional organics facility with organic waste from the City's kerbside collection. The Regional Renewable Organics Network is anticipated to convert 40,000 tonnes of organic waste each year into 8,000 tonnes of high-value, nutrient-rich soil enhancers to support local agriculture. Additionally, it will convert gas produced by the organic matter as it breaks down into renewable electricity.	■
2.8.1	*Adopt a Biodiversity Strategy to protect and restore the natural environment* ★	We appointed a consultant to assist in the development of a *Biodiversity Strategy* and conduct consultation with key stakeholders. This will help inform a draft strategy for Council prior to community consultation in mid-2022. Spending time in nature and open space has strong links to improved health and wellbeing and this strategy will include actions to improve access to nature.	◆
2.8.2	*Adopt and commence implementation of a masterplan to protect and restore the Sparrovale Wetlands Reserve* ★	Council adopted the *Sparrovale Ngubitj yoorree Wetlands Master Plan* in July 2021. This plan outlines improvements in drainage infrastructure, natural environmental and recreational facilities over the next 20 years. As part of this plan there are access walking trails to allow engagement with nature for improved mental and physical health. We commenced implementation of master plan actions including: • small scale revegetation • shed asbestos check and structural assessment • completion of levee condition assessment and maintenance manual • drafted a Fire Preparedness Plan • weed management • rubbish removal • community guided tours • monitoring and surveys of birds, native vegetation offset sites, automated water levels and salinity.	✓

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
2.8.3	*Work with the Federal and State Governments to deliver the Biodiversity Conservation Strategy for the Northern and Western Geelong Growth Areas* ★	We worked with the state and federal governments on an overarching *Biodiversity Conservation Strategy* for the Northern and Western Geelong Growth Areas which will protect or offset areas of biodiversity significance. Actions completed to date include: • project scoping • initial community and government stakeholder engagement • state and federal government planning approval agreements developed • funding secured. We are also developing a structured decision-making process to help determine the functional layout of the growth area. Local biodiversity assets are critical to our health, wellbeing, and prosperity, providing clean air and water, productive soils, natural pest control, pollution and flood mitigation and carbon sequestration.	

LINKS TO THE CLEVER 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

* Major initiative

★ Supports health and wellbeing

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

On track | Needs improvement | Off track | Off track COVID-19 | ✓ Complete | NP Not Proceeding

Four-year priority	2021–22 actions	Progress comment	Status
3.1.1	*Develop and implement an advocacy plan for major infrastructure investment with our stakeholders*	Council developed its priority project document that identifies key advocacy projects needed to drive our region's recovery from COVID-19, protect our highly valued liveability, and deliver essential transport, community, tourist, and cultural infrastructure. We are finalising a strategic advocacy plan detailing priority projects, key stakeholders, and funding opportunities to inform an action plan to be implemented mid-2022. We will focus on advocating for new or ongoing funding streams, as a part of the plan to attract major infrastructure investment for the City of Greater Geelong.	
3.1.2	*Ensure there is diversity of employment land to meet forecast growth and attract investment*	We are working with Wyndham City Council, our community, and the state government to set the future direction for land use and development between Lara and Werribee through the development of the *Avalon Corridor Strategy*. This strategy seeks to maintain a 'green break' between Greater Geelong (Lara) and metropolitan Melbourne (Werribee) to protect significant cultural, landscape and biodiversity values and safeguard important infrastructure and assets. It also establishes a high-level framework plan to guide land use decision-making in the Avalon Corridor. Once finalised, the framework plan will be incorporated into both the Greater Geelong and Wyndham Planning Schemes via a planning scheme amendment.	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
3.2.1	*Develop the City's 10-Year Economic Development Plan to support the ongoing socio-economic prosperity of the region* ★	We confirmed the project scope, background paper, economic profile, appointed a consultant and completed the first round of consultations. A discussion paper is being drafted capturing the feedback from this process. The *Economic Development Plan 2021–31* identifies our priorities to support and grow the economy to ensure economic prosperity over the next 10 years. It will focus on jobs, education, business capacity, industry growth, liveability, and sustainability to ensure, all of which support the health and wellbeing of the community.	
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*	We continued to promote and deliver projects in support of the design designation including: • attending the virtual UNESCO Annual General Meeting in July 2021 • hosting the three-day online 2021 UNESCO Cities of Design Subnetwork Meeting in October 2021 • finalising the guiding principles with extensive input from key stakeholders • assessing applications to the City of Design Network and making recommendations to UNESCO • submitting our first four-year monitoring report to UNESCO, Geelong: Australia's *Creative City of Design Our Monitoring Report 2017–2021* • coordinating over 70 events as part of Geelong Design Week 2022 • launching our Geelong City of Design Guiding Principles • leading the Victorian Creative Cities Network and securing funding through the Creative State 2025 strategy coordinating the CODE Souvenir initiative that promotes local designers and artists.	
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*	Council noted the *Geelong Major Events (GME) Annual Report 2020–21* in August 2021. We resumed major events in 2022, following two years of cancellations and postponements due to the COVID-19 pandemic. Nine GME supported major events were staged between 1 July 2021 and 31 March 2022 including: • Archie 100 @ Geelong Gallery • Festival of Sails • Geelong Revival Motoring Festival.	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
3.2.4	*Adopt and commence implementation of the Arts and Cultural Strategy to support our creative industries*	Council adopted the *Arts and Cultural Strategy 2021–2031* and endorsed the *Arts and Cultural Strategy Overview 2021–2025* in October 2021. The strategy aims to create a more sustainable and thriving region through investing in arts and culture, supporting creative communities, and helping the industry to recover from the impacts of COVID-19. We commenced implementation of this strategy including the following actions: • Surround Sounds - Geelong and the Bellarine Music Festival which featured more than 90 events and one hundred artists over 30 venues • professional development workshops with Jump Leads/Arts Action • partnership with Indirect Object and the community to open the North Geelong Community Lantern Trail across Norlane, Rosewall and Cloverdale Community Centres • VACANTCity project led by Deakin University with artist lab workshops at Creative Geelong • major exhibitions and public programs at the National Wool Museum such as 'Geelong Nature Forum', 'Necessity' and the 'Alphabet Bird Project' • the Open Studios program held during Geelong Design Week • The Sweethearts Foundation Sweetfest Festival • development of the new outdoor space, planning for a community garden and addressing access issues at The Potato Shed.	
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)*	Tourism Greater Geelong and The Bellarine (TGGB) are developing a 10-year destination masterplan for the region focused on sustainable destination development to support a resilient visitor economy. Commencement of the masterplan development was subject to state government funding successfully secured by TGGB in early March 2022. An agency was appointed to deliver on the plan which will be informed by engagement with the regions business networks and local community. A draft masterplan is scheduled to be received by 30 September 2022, and a final masterplan by 30 November 2022.	
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* *	State government planning and design for the Geelong Convention and Exhibition Centre commenced with an industry briefing in March 2022. Early works commenced that include geotechnical investigations to prepare the site for construction and work on a streetscape masterplan to encompass all of Gheringhap Street. We undertook several meetings with Development Victoria to agree design principles to inform the Expression of Interest and Request for Proposal processes.	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
3.2.7	*Partner with the Vision Partners to develop and implement a place brand for the region*	We partnered with the Vison Partners to develop, test, and endorse place branding for the region. Content and collateral (including website, imagery and video) were developed to support the launch of the brand to stakeholders in May 2022 to be followed by a 12-month marketing campaign external to 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* ★	Our smarter suburbs project will deliver an enhanced Broadband trial and expansion of the free public Wi-Fi to improve digital connectivity in our Northern suburbs. This was delayed in part due to COVID-19 disruptions to the building and construction industry and is on track to be completed in 2022. We entered into a contract with not-for-profit organisation, AARNet, to install and utilise a high-speed optical fibre network to provide community facilities and public spaces with access to ultra-high-speed internet. All Stage 1 Northern suburbs Smart Nodes were installed with Wi-Fi to be activated by June 2022. This project supports better community health outcomes by helping to lessen the digital divide and associated social and economic disadvantage.	■
3.4.1	*Develop and implement business programs to support the circular economy in partnership with state government*	We supported circular economy initiatives through Cleantech Innovations Geelong (a partnership program of the City, the Geelong Manufacturing Council, and the state government), including: • provision of a grant to Regional Innovation for a Circular Economy (RICE) which allowed RICE to subsidise local businesses to participate in a Circular Economy Business Growth Program, delivered by Runway • provision of eight Geelong start-ups with access to a mentoring program • research into a self-funding model and establishing Geelong as a Cleantech Centre of Excellence • development of an e-learning training course, so practitioners in other organisations can learn how to apply the Procurement for Innovation method • embarkment on a second Procurement for Innovation project for the design and construction of surface level road infrastructure products that adhere to circular economy principles.	✓
3.5.1	*Deliver support programs to our business community to assist recovery and adapt to the effects of the COVID-19 pandemic*	We supported our business community through several initiatives including: • promoting the professional advice vouchers for small businesses • providing access to the Geelong Business Support COVID-19 website • visiting more than 1,500 small businesses to support them with COVID-19 compliance requirements including more than 90 food registration refunds • providing a dedicated Business Concierge service as a single point of contact for businesses • delivery of the Geelong Small Business Festival in August 2021 with over 700 participants at 42 events and planning for the 2022 event • conducting business support surveys across industries hardest hit by COVID, including hospitality, retail and health and beauty • delivering the first Business Victoria training workshop for 2022.	■

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
3.5.2	*Implement second hour free parking in 2P parking zones in central Geelong* *	We implemented a second hour of free parking in 2P parking zones in Central Geelong in July 2021 with parking meters reprogrammed to support the changes, a media campaign completed, and street decals updated.	✓
3.7.1	*Implement actions from the Vital Communities (including Regional Industry Sector Employment) program that support employment pathways to address Geelong's disadvantaged areas* ★	The Regional Industry Sector Employment (RISE) program aims to increase access and reduce barriers to employment opportunities, with some graduates achieving full-time work and apprenticeships in construction, and some participants pursuing other employment options or educational pathways. Since the program started in 2018, 164 participants have commenced the program and 126 have completed it. Of those who completed the program 65 have entered apprenticeships, 18 have commenced other jobs and 14 have returned to further education. The majority of participants (73 per cent) came from targeted postcodes while 36 per cent are from diverse backgrounds.	
3.8.1	*Develop a structured program and process to enable innovative ideas and solutions, for Council consideration and action*	We developed a *Smart City Innovation Blueprint* in addition to the *Smart City Strategic Framework*, adopted in March 2021. The blueprint aims to build a culture of innovation at the City to support smart technology adoption and data-driven decision-making. We have progressed the innovation portfolio through the councillor portfolio meeting.	

LINKS TO THE CLEVER 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

* Major initiative

★ Supports health and wellbeing

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

On track | Needs improvement | Off track | Off track COVID-19 | ✓ Complete | NP Not Proceeding

Four-year priority	2021–22 actions	Progress comment	Status
4.1.1	*Implement the City's Customer Experience Strategy*	Our *Customer Experience Strategy* has activities underway that include: • establishment of customer first vision • adoption by the Executive Leadership Team of the Customer Access Plan • improvements in service redesign • development of a Corporate Complaints Policy • implementation of phases one and two of Customer Relationship Management system and commencement of phase 3 • establishment of a corporate customer reporting and measurement framework • review of the existing Geelong Australia website to make information and services more convenient and efficient for those who prefer to self-service • preparing for the service experience at Wurriki Nyal • quarterly voice of the customer surveys to measure customer satisfaction levels.	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
4.1.2	*Implement the City's Digital Modernisation Project to improve our digital capability* * ★	We progressed the review and refresh of our IT Business Systems, to modernise and streamline our processes by introducing updated tools and technology. We completed Phase 1 and 2 and commenced Phase 3 of the Customer Relationship Management project to improve how we deliver services by boosting accessibility and connectivity to our customers and the wider community via our online platforms. We also completed the first phase of improvements to our Finance systems with Human Capital Management due to occur in the second half of 2022. These improvements to our digital capability will improve how we deliver services, and accessibility and connectivity to our customers and the wider community.	
4.2.1	*Implement the City's Community Engagement Policy with a focus on hard to reach communities* ★	We made improvements to the accessibility of our Have Your Say community engagement on our website including: • adding translate and page reader options • ensuring pages are easy to understand and use plain English • including the ability for the community to share individual pages with their networks and on social media. We also developed a range of resources to support safe and accessible community engagement during COVID-19 restrictions, including greater online engagement options and the use of QR barcodes to promote engagements and reach more targeted and impacted community members. In addition, we implemented initiatives to better utilise the City's valuable Advisory Committees, some of whom represent the interests of historically harder to reach communities and can provide expertise to help council make its decisions. Being heard and engaged in decision-making empowers members of our community to contribute to the future direction of the places where they live, play and work.	
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* ★	We facilitated programs including the Youth Council, Councillor Connect Mentoring Program and Youth on Board, all aimed at connecting young people to local decision-making. These programs create processes, skills, confidence, and opportunities for all young people to influence local decision-making across Council. Our Youth Council 2022, comprising 12 young people aged 12–17 years from across the municipality, commenced in February 2022.	
4.3.1	*Advocate on behalf of the community to secure funding and policy change to deliver on key / priority infrastructure and services*	We are undertaking a first revision of Council's Priority Projects document. This document is an important part of our advocacy plan to secure funding for key projects needed to drive our region's recovery from COVID-19 and deliver essential infrastructure.	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
4.3.2	*Divest surplus assets to invest in the development and renewal of community infrastructure* ★	We focused on the sale of industrial land within the Geelong Ring Road Employment Precinct. Other properties considered for sale will be subject to community engagement in accordance with the *Local Government Act (Vic) 2020* and addressed within the 2022–23 budget process. The sale of surplus assets will assist in providing additional budget capacity to support funding availability to renew community infrastructure. Community infrastructure makes a key contribution to liveability and facilitating social connections that are important for better health and wellbeing outcomes.	■
4.3.3	*Review the City's services to ensure they meet existing and emerging community needs in line with our organisational strategy* ★	We are developing a process and framework for reviewing and evaluating the performance, cost, and value of our services to ensure that they are delivered with the most efficiency and optimal value to our community. Part of this review aims to ensure we make organisation-wide decisions on our role in the life of different service types and consider the best timings for maintenance, renewals, and upgrades. Some of our services have material impact on the health and wellbeing of our community members, and therefore will be reviewed accordingly to continue to provide these critical services, efficiently.	■
4.4.1	*Implement the Diversity and Inclusion Roadmap with the City's social equity principles embedded* ★	We completed the following actions as part of the *Diversity and Inclusion Roadmap* implementation: • launch of the new Unconscious Bias e-learning training • conducted a new Gender Audit • implemented new Gender Impact Assessments • developed the *Gender Equality Action Plan 2022–25*.	■
4.4.2	*Transform our workplace culture through delivery of our Working Better Together program* ★	In 2021, we launched the new Leadership Capability Framework as part our *Working Better Together* program. We conducted culture forums for all people leaders in November 2021 with a focus on building inclusive leadership – an important step towards building a fully inclusive workplace. We believe that by leading inclusively we can embrace and value diversity and create a culture where people can speak up about risks, health and wellbeing, and safety issues. A positive and healthy work climate will in turn foster higher employee satisfaction, where employees feel empowered in their job and produce better outcomes for the organisation and community.	■
4.4.3	*Implement a campaign for employees aimed at increasing awareness and uptake of volunteering in the local community* ★	We ran an internal campaign to increase visibility of volunteering as an option for employees under our Enterprise Agreement. Community volunteering provides many benefits to both the mental and physical health of our employees. It also strengthens our fundamental connection with our community that broadens our perspectives and helps us understand the value and needs of the Greater Geelong community today and into the future.	✓
4.5.1	*Deliver the City's new civic precinct, Wurriki Nyal* *	We continued construction activities on the City's new civic precinct, Wurriki Nyal. Fit out works commenced included lighting, joinery, internal walls, and internal glazing. In addition, landscaping works commenced and all brickwork was completed. A delay in power connection to the site, along with an impact on resource availability in late 2021 caused by COVID-19 restrictions, may result in a delayed completed date. We anticipate that employees will move into the new building from late July 2022.	■

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
4.5.2	*Deliver the City's Future Ways of Working program*	Our Future Ways of Working program aims to enhance how we work together and design our organisation for the future. We are doing this to create a place that serves our growing community in the best possible way. As part of this process, we progressed the implementation of an agreed Target Operating Model. This included several activities: • business planning cycle process, incorporating new tools and templates • strategy and business plans to guide our work over the next one to four years to deliver our strategic priorities • individual performance planning • design of the City's workforce plan to guide how we proactively build a capable and diverse workforce • an accountability framework that incorporates alignment of organisational priorities and key performance indicators • the City's structural change process mapping to support effective consultation and efficient practices • a new Mayor and Councillor support structure to improve the experience of support received and build our capability • a foundational workforce plan was finalised and submitted in December 2021.	
4.5.3	*Implement the City's Sustainability Framework to create a culture of sustainable practice in our organisation* *	We continued to implement the *Sustainability Framework* across the City. Sustainability is an ongoing priority for the City and has formed a strong part of our 2022–23 business planning process. We engaged the Sustainability Advisory Committee on the development of key strategic documents to ensure a strong sustainability lens including: • *Climate Change Response Plan 2021–30* • *draft Social Equity Framework 2021–25* • *draft Economic Development Plan 2021–31* • *draft Biodiversity Strategy* In March 2022, Council noted the *Sustainability Performance Report 2021* which provides progress updates on sustainability targets as well as actions listed in the *Sustainability Framework Action Plan 2020–22*.	
4.6.1	*Deliver the City's organisation wide risk register*	We designed, configured, and launched our new enterprise risk software to capture and manage our strategic and operational risks We conducted internal training and will continue to assess, record, and monitor operational organisation risks to improve our risk reporting.	

* Major initiative

★ Supports health and wellbeing

Four-year priority	2021–22 actions	Progress comment	Status
4.6.2	*Increase employee engagement and communication messages on physical and mental health, and safety in the workplace* ★	We provided various ongoing communications, campaigns and education opportunities promoting physical and mental health, and safety in the workplace including: • Kind people are our kind of people (new occupational violence and aggression marketing campaign) • Take 5 (safety in the workplace) • RUOK Day • World Gratitude Day • Get on Track health challenge • Movember • Local Government Blood Challenge • online yoga. We also implemented an expanded Occupational Health and Safety incident management system and an internal welfare contact officer program, accessible to all employees.	✓
4.7.1	*Deliver on efficiency targets and identify areas for investment in sustainable cost savings considering total cost of ownership*	Our 2021–22 budget incorporated several programs of work expected to deliver ongoing cost efficiencies. We continually monitor our monthly financial results to assess the performance of these programs and to identify any further potential cost savings. Our current operating costs are tracking favourable to budget.	■

* Major initiative

★ Supports health and wellbeing

2022 Women in Community Life Award winners

Top row: Meagan Howell, Leah Irving, Fiona Threlfall.

Bottom row: Noreen Nicholson, Renee Owen, Leah Alstin, Dr Bianca Forrester

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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

2.5. Reflect RAP Review Report

Source: **Community Life**
Director: **Robyn Stevens**

Purpose

1. For Council to adopt the Reflect Reconciliation Action Plan (RAP) Review Summary Report (**Attachment 1**) and note that the outstanding actions will be transferred to the new Innovate RAP.

Background

2. The City's first RAP – Reflect was adopted by Council in April 2020 and officially endorsed by Reconciliation Australia in September 2020.

3. The Reflect RAP is the first of a tiered series of plans that public sector organisations can develop to support progress to reconciliation. Reflect RAPs encourage developing stronger relationships with First Nations communities, provide a vision for reconciliation and include a consultative process with our First Nations community.

Key Matters

4. Along with an internal desktop review an external review was undertaken by the consultants who advised and supported the development of the Reflect RAP. This review report (**Attachment 1**) includes broad stakeholder views and opinions and encourages a range of recommendations for Council's consideration when embarking on the next Reconciliation Action Plan called Innovate.

5. Reconciliation Australia has reviewed the progress made by the City over the last 24 months despite the pandemic and has endorsed the Reflect RAP.

6. The RAP committed to 17 core actions and 50 planned deliverables. These sat under four key pillars. Overall, the City implemented 34 of the planned 50 actions.

7. Key highlights include NAIDOC week 2020 celebrations, the City's First Nations Heritage Grant Program and development of strong cultural place making in the new civic building – Wurriki-Nyal.

8. The RAP is a powerful public statement outlining key actions aimed at promoting reconciliation however, it does not include everything that the City does to foster reconciliation with our community.

RESOLUTION - Item 2.5

Cr Mason moved, Cr Mansfield seconded -

That Council:

1. **Note the Reflect Reconciliation Action Plan review report; and**
2. **Note that a number of outstanding actions will be transferred into the new Innovate Reconciliation Action Plan.**

Carried

Financial Sustainability

9. The development of the Reflect RAP was provided through Council's operating budget and the key actions implemented formed part of the normal operations.

Community Engagement

10. The Kilangitj Aboriginal Advisory Committee and the RAP working group worked in consultation with officers and consultants in the development of the Reflect RAP.

11. Advisory Committee members continued to be updated and involved in the RAP implementation and continued to provide advice around the deliverables of this RAP.

Social Equity and Sustainability

12. Council recently adopted the Social Equity Framework. Within this framework, several key enablers were highlighted that help to inform the way we develop policies, processes and action plans.

13. Key components of the social equity framework include "Voice" and "Participation." These two concepts are illustrated by the development of the Reflect RAP, the importance of active participation by First Nations communities and an opportunity to hear and respond to their voice.

14. The social equity framework also refers to the support provided to Aboriginal and Torres Strait Islander people and acknowledgement of past historical government interventions that have in some circumstances led to land dispossession, loss of culture and family kinship ties.

Relevant Law/Policy/Legal Implications

15. The RAP report complies with:

    15.1. The City of Greater Geelong Community Engagement Policy;

    15.2. The Victorian Charter of Human Rights and Responsibilities 2006;

    15.3. *Racial and Religious Tolerance Act 2001;*

    15.4. *Victorian Public Health and Wellbeing Act 2008;*

    15.5. *Racial Discrimination Act 1975*; and

    15.6. *Australian Human Rights Commission Act 1986*.

Alignment to Community Plan and Vision

16. This report aligns with Our Community Plan 2021-2025 strategic priority:
    Healthy, caring and inclusive community.

17. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
    An inclusive, diverse, healthy and socially connected community.

Conflict of Interest

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

Risk Assessment

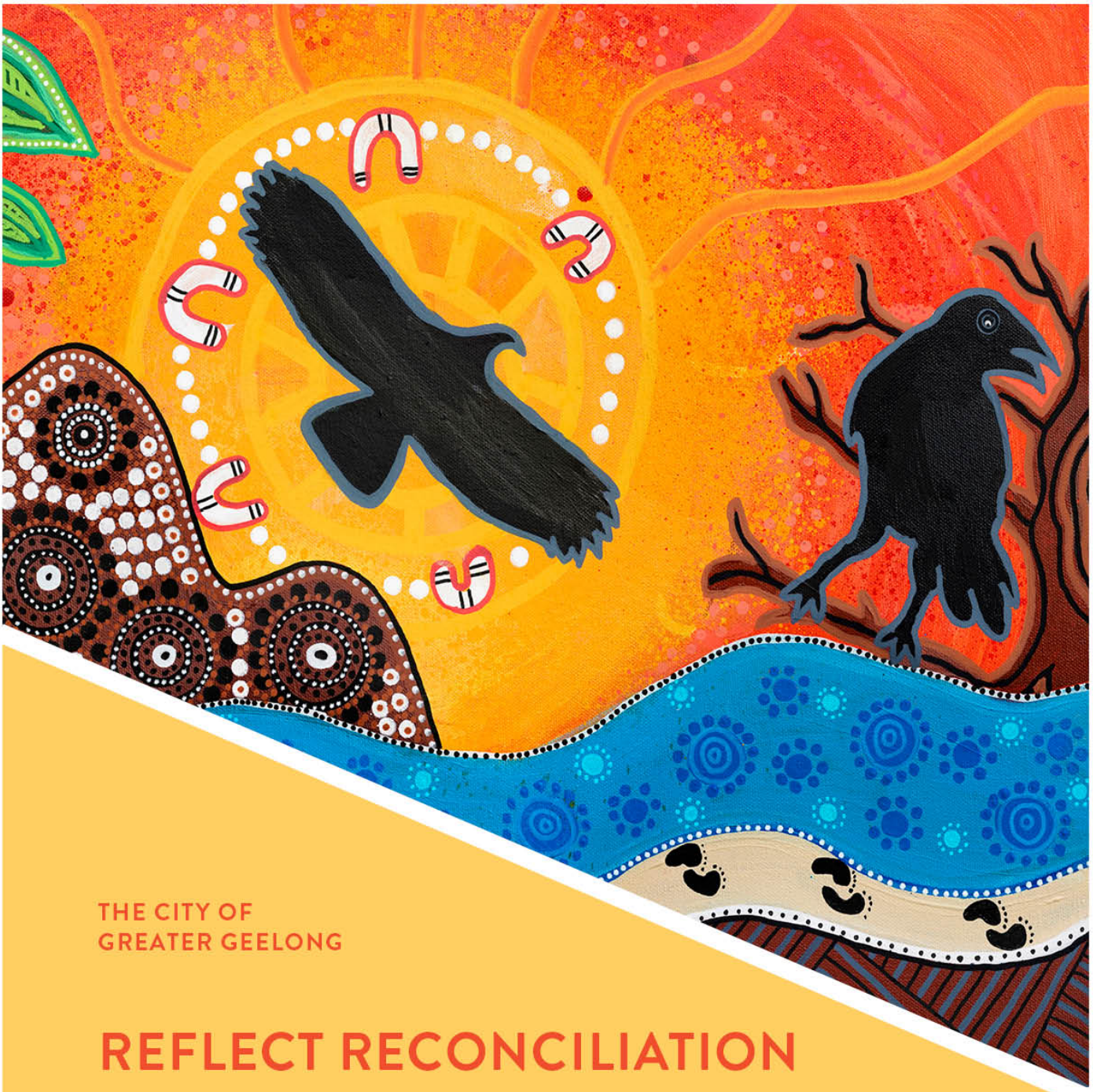
19. As the Reflect RAP was adopted, the COVID-19 pandemic occurred which curtailed the implementation of some of the actions included in the Reflect RAP. These outstanding actions can be incorporated into the next Innovate RAP which will commence in the new financial year.

Environmental Sustainability

20. The Reflect RAP aligns with the social pillar of the sustainability framework which outlines our approach to considering and designing equitable programs, services across all strategic directions.

Attachments

1. Reflect RAP Review Report [**2.5.1** - 18 pages]



THE CITY OF
GREATER GEELONG

REFLECT RECONCILIATION ACTION PLAN REVIEW

JUNE 2022

CITY OF GREATER GEELONG

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Action 7: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. 11

Action 8: Create a physical environment within City of Greater Geelong that is respectful, welcoming and inclusive of Aboriginal and Torres Strait Islander peoples. 11

Action 9: Celebrate local Aboriginal and Torres Strait Islander cultures and achievements at an event on Close the Gap Day annually. 12

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Action 10: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development. 13

Action 11: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes 13

Action 12: Together with the Traditional Owners establish a First Nations Heritage Grant program. 14

Governance **15**

Action 13: Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP. 15

Action 14: Provide appropriate support for effective implementation of RAP commitments. 15

Action 15: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally. 16

Action 16: Continue our reconciliation journey by developing our next RAP 16

Action 17: Review and renew the membership of the Karreenga Aboriginal Advisory Group 17

Cover artwork: Billy-Jay O'Toole (2019) *Wadawurrung Country and Connection*

Acknowledgements

The City of Greater Geelong thank Tiiamanno Consultants for their knowledge and guidance in reviewing the Reflect Reconciliation Action Plan.

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ACKNOWLEDGEMENT OF COUNTRY

We Acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways and Skies. We pay our respects to their Elders, past and present.

We Acknowledge all Aboriginal and Torres Strait Islander people who are part of our Greater Geelong community today.

Executive summary

The City of Greater Geelong and the Aboriginal and Torres Strait Islander communities have embarked on a journey of reconciliation. An ongoing journey of mutual understanding and collaboration for restorative engagement and development.

A key objective of our relationship with First Nation communities is the establishment of an Aboriginal Affairs Councillor portfolio and the Kilangitj Aboriginal Advisory Committee. A Committee consisting of councillors, executive officers and leading First Nation 'voices' in Geelong.

For many years, the City has worked alongside the Wadawurrung Traditional Owners Aboriginal Corporation, Wathaurong Aboriginal Cooperative, other key First Nation organisations/services and First Nation communities to build a series of overarching goals; improving the Geelong experience for our First Nation families and communities; building strong inclusive communities

The first step in our journey was the development of 'Reflect' Reconciliation Action Plan, a strength-based policy framework developed to consolidate existing relationships with First Nations communities, organisations, and other key stakeholder groups, to guide strategic development across Council departments and programs.

Photo: Wadawurrung Traditional Owner, Corrina Eccles (2021) turning the sod at the site of the City's new civic precinct, Wurriki Nyal

About this report

THE JOURNEY SO FAR

The City of Greater Geelong developed and implemented their first Reflect Reconciliation Action Plan in 2020, which marked the commencement of the City's RAP journey. The Reflect RAP has enabled the City to identify and build on the work it had been doing over many years, strengthening collaborative relationships that will elevate the voices of First Nations people. There were a range of initiatives undertaken during the life of the Reflect RAP that demonstrated a growing interest and momentum in the City's reconciliation journey, and an increase in Aboriginal cultural awareness of employees.

To formally review the City's reconciliation journey, Tiiamanno Consultants sought feedback on the RAP's progress and deliverables. This involved consultations with councillors, members of the executive team, City of Greater Geelong First Nations employees, members of the Kilangitj Aboriginal Advisory Committee, and other First Nations people.

Four themes underpinned all the discussions held during the review as needing further development:

- **Community partnerships** – (As relates to the RAP Domains of Relationships and Respect)

  The need to build strong relationships and partnerships with the Aboriginal Community and Aboriginal organisations in Geelong.

- **Cultural understanding** – (As relates to the RAP Domains of Relationships and Respect)

  Supporting cultural understanding, trust and respect, and embedding cultural competence in the organisation. Celebrating Aboriginal and Torres Strait Islander cultures as part of our shared national story and identity.

- **First Nations employees** – (As relates to the RAP Domains of Relationships, Respect and Opportunities)

  Providing economic and social benefits, and meaningful opportunities through First Nations employment and career pathways.

- **Leadership and Governance** – (As relates to the RAP Domains of Relationships, Respect and Governance)

  Managing the City of Greater Geelong to drive change through reconciliation and establish the City as a model of good practice and institutional integrity in reconciliation for our community and partners.

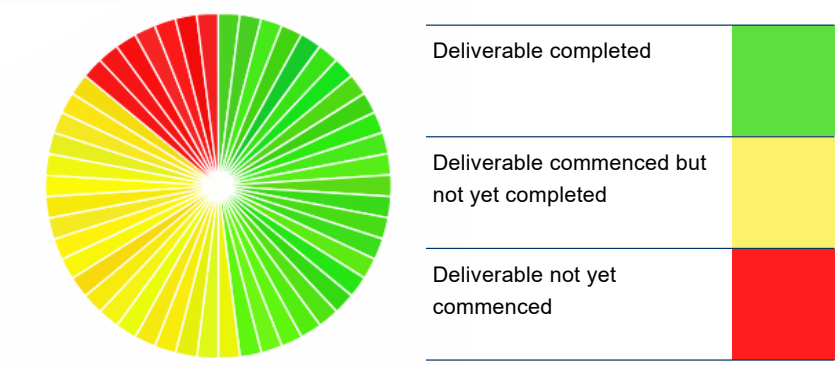
The City's first Reflect Reconciliation Action Plan included 17 actions within the four prescribed domains: Relationships; Respect; Opportunities; and Governance. Within these 17 actions, 50 deliverables were identified, and members of the executive team and employees were allocated to supporting their progress. Reconciliation is everyone's business and the City of Greater Geelong gave all employees an opportunity to be involved, participate and work towards achieving these goals.

The setbacks caused by the pandemic in 2020 and 2021, have impacted on the implementation of the RAP actions. As a result, 24 actions were completed, 19 are in progress and the remaining 7 are yet to commence having been directly impacted by COVID-19 and consequent government restrictions.

Reconciliation Australia is aware of the impact the pandemic has had on both the City's RAP, as well as other RAPs Australia-wide. They are pleased with the progress made by the City of Greater Geelong over the last 24 months and have endorsed the Reflect RAP as completed. Reconciliation Australia is also supportive of the City moving to the next stage of the process – an Innovate RAP – as it continues on its reconciliation journey.

The traffic light colours used in Figure 1 (below) represent the City's progress in implementing the Reflect RAP:

Figure 1: A pie graph showing the City's progress in delivering the Reflect RAP (as of October 2021)



Relationships

ACTION 1: ESTABLISH AND STRENGTHEN MUTUALLY BENEFICIAL RELATIONSHIPS WITH ABORIGINAL AND TORRES STRAIT ISLANDER STAKEHOLDERS AND ORGANISATIONS

Enabling a strong voice and engagement of the Wadawurrung Traditional Owners Aboriginal Corporation, Kilangitj Aboriginal Advisory Committee, the Wathaurong Aboriginal Cooperative and the local Aboriginal communities' safeguards rights and Culture Heritage. This ensures that the needs and aspirations of local Aboriginal peoples are embedded into the critical work and functioning of the City.

Kilangitj Aboriginal Advisory Committee and Aboriginal Stakeholders feedback

A key priority for the Aboriginal and Torres Strait Islander community is the need for better identification of potential key stakeholders on the Kilangitj Aboriginal Advisory Committee, and other reference groups. First Nations people acknowledge that there is a large diverse pool of knowledge holders, and a wealth of experience available in the Geelong Aboriginal and Torres Strait Islander communities – including Elders, local government consumers and young people – and all could be included.

City of Greater Geelong feedback

The RAP, alongside legislative changes regarding Cultural Heritage, have provided an opportunity to strengthen engagement with the Registered Aboriginal Party, and meetings and consultation have occurred frequently.

City employees and councillors recognise the need for enhanced engagement with the local community and expressed a need for more guidance from the First Nations communities about the speed that reconciliation should occur. They identified the importance of the Kilangitj Aboriginal Advisory Committee and Wadawurrung Traditional Owner Group to support them in this.

Additionally, employees expressed a desire for all future policy development and implementation and monitoring of First Nations issues in the Greater Geelong community to be done in genuine partnership with Aboriginal and Torres Strait Islander peoples, and local First Nations organisations.

Ways forward

- To effectively enhance the engagement process, the City should strengthen the voices of First Nations peoples in its business by maintaining Kilangitj as a key Advisory Committee and exploring other opportunities.
- Engagement with First Nations peoples must be considerate of cultural protocols and reflective of community practices and expectations.

ACTION 2: BUILD RELATIONSHIPS THROUGH CELEBRATING NATIONAL RECONCILIATION WEEK (NRW)

The City of Greater Geelong has an opportunity to acknowledge, commemorate and share reconciliation across the region each year, raising awareness and participating in events that bring communities together to learn about shared histories, cultures and achievements.

Ways forward

- The City further develop and promote the communication strategy for councillors, employees and the public that includes a calendar of important cultural events, as well as promotion and advertising that will encourage the participation of the First Nations and Greater Geelong communities.
- The City engage with local stakeholders to co-sponsor a reconciliation event with other organisations and First Nations stakeholders.

ACTION 3: PROMOTE RECONCILIATION THROUGH OUR SPHERE OF INFLUENCE

Through co-design, the City of Greater Geelong must strengthen partnerships with Traditional Owners, First Nations organisations and the First Nations Communities to develop policies and design services that respond to local First Nations people's needs, aspirations and circumstances.

Kilangitj Aboriginal Advisory Committee and First Nations Stakeholders feedback

The Aboriginal community firmly believes that the RAP is something that all officers within the City should have knowledge and an understanding of and, from that growing awareness, a connection with the local First Nations communities will develop in their day-to-day work.

City of Greater Geelong feedback

City employees and councillors are keen to promote reconciliation in their work and personal lives and are working to overcome the gap in equality between Indigenous and non-Indigenous Australians. They understand the City has a role to play as a leader in the community. With more than 2,700 employees, and an asset base worth millions of dollars, the City of Greater Geelong should be using their sphere of influence to promote, encourage and lead reconciliation in the region.

Ways forward

- The City continues and strengthens support of City employees to develop their knowledge of local history of the region. This will support informed conversations not only about Wadawurrung Traditional Owners, but also about the Aboriginal and Torres Strait Islander people of the Greater Geelong region.

ACTION 4: PROMOTE POSITIVE RACE RELATIONS THROUGH ANTI-DISCRIMINATION STRATEGIES

The strength Aboriginal and Torres Strait Islander peoples draw from being able to practise and educate others about their culture should be acknowledged and encouraged through policies and protocols that facilitate these rights.

Kilangitj Aboriginal Advisory Committee and First Nations Stakeholders feedback

Aboriginal stakeholders call for the City to address race-based discrimination in the Greater Geelong region by offering support that helps maintain inter-group relations, and ensuring culture is strengthened through education. First Nations communities have a pivotal role to play in shaping the overall approach that mainstream organisations and the wider community develop to address discrimination. Strong leadership is vital to facilitating this input and supporting the capacities of the local First Nations communities to address racism and support diversity.

City of Greater Geelong feedback

There is a review of key strategic policies underway to address cultural safety and enhance processes and systems, as well as adjust policies where necessary.

Ways forward

- First Nations stakeholders would like to see a restructure of mainstream service delivery and workplaces to address systemic racism and promote cultural safety. The City of Greater Geelong can play an important role by developing and implementing a multi-strategy approach to reducing race-based discrimination with locally targeted actions and improved organisational accountability.

Respect

ACTION 5: INCREASE UNDERSTANDING, VALUE AND RECOGNITION OF ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES, HISTORIES, KNOWLEDGE AND RIGHTS THROUGH CULTURAL LEARNING

First Nations Cultural training helps to foster workplace and community attitudes that respect and value the skills, culture, histories, knowledges, experiences and perspectives of First Nations employees, and community members. Additionally, Cultural training provides insight into working effectively with Aboriginal and Torres Strait Islander peoples, and how culture impacts on the ability of organisations to engage, recruit and retain First Nations employee and stakeholders.

Kilangitj Aboriginal Advisory Committee and Aboriginal Stakeholders feedback

To address reconciliation and encourage Cultural awareness across the organisation there needs to be an appreciation of the Wadawurrung Traditional Aboriginal Owners and the wider First Nations communities. Embracing all Aboriginal and Torres Strait Islander peoples and communities within the Greater City of Geelong region will be crucial to developing an inclusive approach to reconciliation.

> "Our priority must be developing cultural competence across the organisation."
>
> —Employee, City of Greater Geelong

City of Greater Geelong feedback

Councillors and employees agree that there needs to be more education and training done regularly across the organisation to improve workforce understanding. They're calling for more Cultural training, citing a need to increase their capacity to work in culturally appropriate ways, and continue advocating for First Nations peoples in the Greater Geelong region.

Ways forward

- The City develop a suite of localised cultural training resources for employees and councillors, and support participation in cultural events and workplace cultural learning opportunities as they arise.

ACTION 6: DEMONSTRATE RESPECT TO ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES BY OBSERVING CULTURAL PROTOCOLS

The introduction of cultural protocols by the City of Greater Geelong represents an important step towards understanding, respecting and representing Indigenous worldviews, encouraging culturally appropriate working practices and valuing the cultural diversity that enriches, motivates and drives reconciliation.

> "Changes have occurred as a result of the Reflect RAP. Questions are now being asked across the community in planning and processes such as 'What does this mean for the First Nations peoples in our Community?'"
>
> —Councillor, City of Greater Geelong

Kilangitj Aboriginal Advisory Committee and Aboriginal Stakeholders feedback

Cultural protocols provide guidance for City of Greater Geelong employees and visitors to ensure their work respects Aboriginal and Torres Strait Islander beliefs and practices.

City of Greater Geelong feedback

Employees are keen to continue employee education about First Nations cultures and protocols in an effort to 'incorporate a First Nations perspective into their day-to-day work.'

Ways forward

- The City should co-design a document with First Nations stakeholders that outlines cultural protocols for employees and councillors when engaging with First Nations organisations and communities.

ACTION 7: BUILD RESPECT FOR ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES AND HISTORIES BY CELEBRATING NAIDOC WEEK

NAIDOC grew from a day of protest. Every year, through different themes, the aspirations and efforts of First Nations peoples for justice and equity continue by celebrating the past and looking to the future with hope.

Kilangitj Aboriginal Advisory Committee and Aboriginal Stakeholders feedback

Engage in discussion with Kilangitj Aboriginal Advisory Committee and First Nations stakeholders about NAIDOC celebrations.

Ways forward

- The City support and enable First Nations employees to participate in local and state NAIDOC events.
- The City support and encourage employees and councillors to accept invitations and attend NAIDOC events locally.
- The City develop and promote a calendar of events of local, state and national days of national significance that impact the First Nations communities in the Greater Geelong region.

ACTION 8: CREATE A PHYSICAL ENVIRONMENT WITHIN CITY OF GREATER GEELONG THAT IS RESPECTFUL, WELCOMING AND INCLUSIVE OF ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES

Cultural safety means creating environments where people feel safe and there is no challenge to their identity. A culturally safe place welcomes First Nations peoples into a physical environment and acknowledges the richness of their cultures and the differences between First Nations cultures.

Kilangitj Aboriginal Advisory Committee and First Nations Stakeholder's feedback

Aboriginal peoples want to see themselves reflected in the places where they live and work, and the deliverables in the Reflect RAP can assist the organisation to achieve this by including Aboriginal Culture in building design and service delivery.

City of Greater Geelong feedback

The City is keen to engage First Nations Peoples in the design of smaller projects, as well as larger construction and architectural works. Many City employees and managers have encouraged their First Nations employees to be involved in conversations, ideas and projects that promote their cultures within the workplace.

Ways forward

- The City will conduct conversations with, and surveys of, First Nations employees and members of the Kilangitj Aboriginal Advisory Committee to create and strengthen cultural safety and inclusion of Aboriginal and Torres Strait Islander peoples within the organisation.

ACTION 9: CELEBRATE LOCAL ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES AND ACHIEVEMENTS AT AN EVENT ON CLOSE THE GAP DAY ANNUALLY

The City of Greater Geelong's inaugural Wada-ngal festival was deemed an outstanding success by local First Nations people. The festival brought together Aboriginal community members from across the region in a bipartisan celebration of culture and fun. It also provided a welcome opportunity for other businesses to engage and learn from local First Nations people.

Kilangitj Aboriginal Advisory Committee and Aboriginal Stakeholders feedback

The Aboriginal Community call on the City of Greater Geelong to continue the Wada-ngal festival annually, and to organise and financially contribute to the event, bringing First Nations and non-Indigenous stakeholders together.

City of Greater Geelong feedback

The Wada-ngal festival was a successful event that encouraged a diverse range of Greater Geelong's First Nations people to come together in the culturally significant Johnstone Park site. The education, promotion and showcasing of Aboriginal Culture at the event was a great success.

Ways forward

- The City will continue to invest in the Wada-ngal festival as an annual celebration.

Opportunities

ACTION 10: IMPROVE EMPLOYMENT OUTCOMES BY INCREASING ABORIGINAL AND TORRES STRAIT ISLANDER RECRUITMENT, RETENTION AND PROFESSIONAL DEVELOPMENT

Economic participation through employment and development opportunities is fundamental to enhancing the wellbeing of Aboriginal Victorians, improving health and access to services, and strengthening resilience in future generations. Working in local government offers a chance for Aboriginal and Torres Strait Islander peoples to make a difference in public health, planning, recreation, arts, environment, local law, engineering, and community services.

> "We have work to be a First Nations employer of choice. We have work to do so that people want to join us and work with us.
>
> "We want to build trust and build a safe and inclusive culture for recruitment and retention of staff."
>
> —Employee, City of Greater Geelong

Kilangitj Aboriginal Advisory Committee and Aboriginal Stakeholders feedback

Kilangitj and Aboriginal Stakeholders agreed that employment outcomes in the Greater Geelong region are very important and call for the City to lead the way in the region and increase sustainable employment opportunities for local Aboriginal people.

City of Greater Geelong feedback

Cultural safety is about shared respect, shared meaning and shared knowledge, with the experience of learning together to create strategic and institutional reform.

Ways forward

- The City will participate in the Geelong Aboriginal Employment Taskforce alongside other workforce leaders from major organisations in Greater Geelong.

ACTION 11: INCREASE ABORIGINAL AND TORRES STRAIT ISLANDER SUPPLIER DIVERSITY TO SUPPORT IMPROVED ECONOMIC AND SOCIAL OUTCOMES

Inclusive procurement delivers benefits right across the community, generating economic opportunities for First Nations businesses and families.

Kilangitj Aboriginal Advisory Committee and Aboriginal Stakeholders feedback

Kilangitj Aboriginal Advisory Committee expressed a need for First Nations businesses to be invited to provide goods and services and compete equitably with other suppliers and tenders.

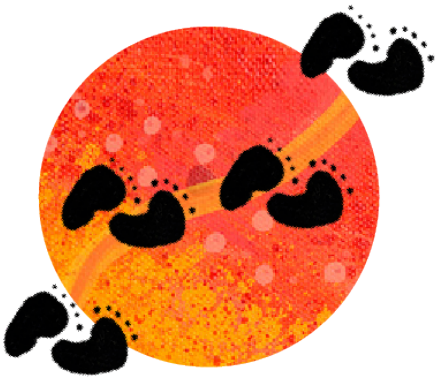
City of Greater Geelong feedback

Councillors and procurement staff would like the flexibility to target social procurement and provide greater opportunities for local First Nations businesses.

Ways forward

- The City will work towards setting annual targets for volume and value of contracts to be awarded to First Nations businesses.
- The City will develop training and support for new suppliers, as well as templates with simplified legal terminology.

ACTION 12: TOGETHER WITH THE TRADITIONAL OWNERS ESTABLISH A FIRST NATIONS HERITAGE GRANT PROGRAM



The First Nations Heritage Grant was established to protect Aboriginal Cultural Heritage, promote a greater appreciation and awareness of Aboriginal Cultural Heritage in Greater Geelong, and improve the skills and expertise of heritage professionals. City of Greater Geelong is building a greater public recognition of local Aboriginal histories and Cultures in the public domain.

Kilangitj Aboriginal Advisory Committee and Aboriginal Stakeholders feedback

These grants recognise the importance of acknowledging the significance of First Nations peoples and their Culture in the Greater Geelong region.

City of Greater Geelong feedback

It is significant that all applicants must provide written support from Wadawurrung Traditional Owners Aboriginal Corporation for their proposal, strengthening relationships between community groups and others with the Registered Aboriginal Party.

Ways forward

- The City will continue the First Nations Cultural Heritage Grant Program.

Governance

ACTION 13: ESTABLISH AND MAINTAIN AN EFFECTIVE RAP WORKING GROUP (RWG) TO DRIVE GOVERNANCE OF THE RAP

The RAP Working Group (RWG) is considered the governing body of the RAP and should consist of employees from across the organisation, including the senior leadership team and First Nations employees. It is important that First Nations peoples are represented on the RWG and the engagement of Cultural Advisors/stakeholders is recommended.

Kilangitj Aboriginal Advisory Committee and Aboriginal Stakeholders feedback

The role of First Nations peoples on the RWG is to provide cultural advice, information and education where required.

> "A RAP should be a whole of organisation document that everyone is part of delivering."
>
> —Aboriginal Community Member

City of Greater Geelong feedback

The RWG is ultimately responsible for the development, implementation and reporting phases of a RAP. It is therefore imperative that the City of Greater Geelong establish an effective RWG in order to implement and oversee the RAP.

Ways forward

- A new RAP working group will be established and maintained as the City embarks on the new Innovate RAP

ACTION 14: PROVIDE APPROPRIATE SUPPORT FOR EFFECTIVE IMPLEMENTATION OF RAP COMMITMENTS

The implementation of a Reconciliation Action Plan requires additional resources. Organisations need funding and resourcing to achieve many of the required actions outlined in the document.

Kilangitj Aboriginal Advisory Committee and Aboriginal Stakeholders feedback

Budgeting for RAP actions and deliverables demonstrates a commitment to the First Nations community. The Traditional Owners and First Nations communities support the City of Greater Geelong in undertaking a Reconciliation Action Plan that is adequately resourced for the implementation of all RAP commitments, including remuneration for Aboriginal stakeholders attending meetings and sharing cultural knowledge and advice.

City of Greater Geelong feedback

The City of Greater Geelong is committed to establishing and maintaining a Working Group and recognises and acknowledges the need to provide appropriate support for the implantation of the RAP deliverables.

> "There are a lot of good intentions but there needs to be coordination, and relationships built, across the 140 services the city offers."
>
> —Manager, City of Greater Geelong

Ways forward

- The City will identify RAP champions from senior management and Council along with supporting senior managers from different areas of the organisation to attend RAP meetings.

ACTION 15: BUILD ACCOUNTABILITY AND TRANSPARENCY THROUGH REPORTING RAP ACHIEVEMENTS, CHALLENGES AND LEARNINGS BOTH INTERNALLY AND EXTERNALLY

The City's first reconciliation action plan committed to improving services and employment for Aboriginal and Torres Strait Islander peoples, and to strengthening relationships with Aboriginal and Torres Strait Islander peoples in the region. Annual evaluation reporting informs the wider community that the RAP is having a positive impact across the Greater Geelong region

Kilangitj Aboriginal Advisory Committee and Aboriginal Stakeholders feedback

The Kilangitj Aboriginal Advisory Committee were unaware of the progress of any of the deliverables within the Reflect RAP and have requested updates and reports on the progress of the deliverables at each Kilangitj Aboriginal Advisory Meeting.

City of Greater Geelong feedback

Councillors are also interested in receiving a full report on the progress of the RAP. Actions and deliverables being achieved across the organisation need to be celebrated.

Ways forward

- The City must deliver clear messaging and updates about the progress of the RAP for the Kilangitj Aboriginal Advisory Committee and the local First Nations communities on platforms, such as social media.

ACTION 16: CONTINUE OUR RECONCILIATION JOURNEY BY DEVELOPING OUR NEXT RAP

The City is continuing its reconciliation journey by reviewing the journey so far, and maintaining and building on its relationships and engagement with local First Nations peoples and their Elders. Reconciliation should encompass the entire Greater Geelong community positively, to engage and celebrate the histories and cultures of the Wadawurrung people, and all First Nations peoples in the community.

Kilangitj Aboriginal Advisory Committee and Aboriginal Stakeholders feedback

The Kilangitj Aboriginal Advisory Committee, and other First Nations stakeholders, would like to meet bi-annually with the Mayor, CEO, councillors and the executive team, to strengthen relationships and sustain the progress of the RAP.

City of Greater Geelong feedback

The City wants to move forward with the RAP and with reconciliation. There are a wide variety of views and opinions about the pace, actions, priorities and partnerships raised in conversation about the Reflect RAP, but support to continue the reconciliation process is unanimous.

Ways forward

- The City must prepare regular updates on the progress of the RAP for the organisation and the First Nations communities.
- Schedule bi-annual meetings with the Mayor, CEO and councillors and the Kilangitj Aboriginal Advisory Committee to strengthen relationships and commitments.

ACTION 17: REVIEW AND RENEW THE MEMBERSHIP OF THE KARREENGA ABORIGINAL ADVISORY GROUP

The Kilangitj Aboriginal Advisory Committee, formally the Karreenga Aboriginal Advisory Committee, was established to implement a new advisory structure that would further strengthen membership and community participation with the City. This expert group is equipped to provide cultural advice, guidance and support to on issues and barriers affecting the Aboriginal Community.

Kilangitj Aboriginal Advisory Committee and Aboriginal Stakeholders feedback

The current Kilangitj Aboriginal Advisory Committee meeting format, and the current community representation, is not conducive to building and strengthening relationships with the Aboriginal community. The Kilangitj Aboriginal Advisory Committee call for:

- a Co-chair to sit alongside the councillor to support empowerment and self-determination,
- membership to be refreshed and renewed to ensure leaders, Elders and young people of the local community are represented in the membership,
- meetings to be bi-monthly, citing the need to keep the engagement, relationships and conversations strong, and
- clear messaging and updates about the progress of the RAP for the First Nations communities on platforms such as social media.

City of Greater Geelong feedback

City employees and councillors can see the benefits of working closely with the Kilangitj Aboriginal Advisory Committee, which can assist in providing advice on the development and implementation of strategies that deliver positive outcomes for the First Nations communities while aligning with the City's strategic plans and the Reconciliation Action Plan.

Ways forward

- The City commits to actions that recognise the enormous potential of working with the local Aboriginal and Torres Strait Islander community, and the benefits this will have across the region. They understand that the knowledge and expertise of the Kilangitj Aboriginal Advisory Committee and other First Nations stakeholders, will aid in strengthening programs and service delivery across the sector making it more engaging and inclusive for First Nations peoples and the wider community.

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Geelong VIC 3220
8.00am – 5.00pm

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CITY OF GREATER GEELONG

2.6. Draft Elevating Environmentally Sustainable Development Targets Projects

Source: **City Planning & Economy**
Director: **Gareth Smith**

Purpose

1. To seek Council support to join stage two of the Elevating Environmentally Sustainable Development (ESD) Targets planning policy project, adopt the draft ESD Particular Provision and pursue authorisation from the Minister of Planning to prepare and exhibit a planning scheme amendment.

Background

2. The proposed new policy and provisions in the Elevating ESD Targets project builds on existing ESD policy at Clause 22.71 of the planning scheme which was adopted by Council on 9 April 2019 through Amendment C388. Further background and discussion on the existing and proposed ESD provisions is in **Attachment 1**.

3. The key environmental themes which will be addressed via the amendment are energy, sustainable transport, integrated water management, indoor environment quality, circular economy and climate resilience. The themes are addressed by objectives and standards in the draft Particular Provision (see **Attachment 2**).

4. In 2021 the City joined the Elevating ESD Targets planning policy project with 31other councils, in conjunction with the Council Alliance for a Sustainable Built Environment (CASBE) and the Municipal Association of Victoria (MAV). Information slides from CASBE are in **Attachment 3**.

5. To date 13 of the CASBE councils have agreed to be part of the planning scheme amendment to introduce new Elevated ESD Targets. The deadline for committing to the project is 30 June 2022.

Key Matters

6. Council has recently approved additional ESD officer resources that will assist with additional referrals resulting from the proposed new ESD provisions.

7. The planning scheme amendment process is expected to take between 18 months to 2 years. In the meantime, the City will further review the likely impacts on planning and ESD officer resources and further educate and consult with regular permit applicants and the development industry to ensure they are well versed in the current and new ESD provisions.

8. Joining stage two of the project will allow member councils to share costs associated with the planning scheme amendment process, including panel costs, legal representation and expert witnesses. A joint amendment process between many councils will also ensure a consistent process and policy outcome and demonstrate to the Minister for Planning significant support for this ESD policy, increasing the likelihood of success in implementing metropolitan or state-wide ESD provisions.

RESOLUTION - Item 2.6

Cr Mason moved, Cr Moloney seconded -

That Council:

1. **Authorise the Director of City Services to sign the Memorandum of Understanding to enter into stage two of the Elevating ESD Targets Planning Policy Project;**

2. **Authorise the Chief Executive Officer to write to the Minister for Planning to request authorisation to prepare an amendment to the Greater Geelong Planning Scheme in accordance with Sections 4B, 8A(2) and 8A(4) of the *Planning and Environment Act 1987,* to implement the draft Environmentally Sustainable Design Particular Provision into the City of Greater Geelong Planning Scheme;**

3. **Following receipt of authorisation from the Minister for Planning, exhibit the amendment in accordance with Section 19 of the *Planning and Environment Act 1987*;**

4. **Authorise the Director of City Planning and Economy to make changes to the Amendment or provide guidance to any advisory committee established by the Minister for Planning;**

5. **Support the advocacy efforts of CASBE to the Victorian Government seeking support for the introduction of elevated ESD provisions within the Victorian Planning Provisions;**

6. **Note the Chief Executive Officer will review and address ESD and planning staff resourcing implications resulting from the proposed ESD requirements; and**

7. **Note the City will consult with regular planning permit applicants on the current and proposed ESD requirements.**

Carried

Financial Sustainability

9. The Environment and Waste Department provided $5,372 to join stage one of the project with 31 other councils, resulting in significant financial savings to undertake this work. Joining stage two in a group process will allow for cost sharing between councils. Costs will depend on the number of councils joining stage two and will be confirmed through an Expression of Interest process, however costs are expected to be significantly reduced compared to the City of Greater Geelong leading the amendment in isolation.

10. The existing ESD Officer temporary position will be required to be converted to a permanent position to support the implementation of the amendment. Additional ESD Officer commitments included in the 2022/23 budget will also support implementation.

11. If the provisions apply to two or more dwellings (as proposed), this will increase the number of planning permit application referrals captured by the policy as the current ESD policy only applies to applications for three or more dwellings. This will impact the Statutory Planning Unit and more resources may be required to not impact current timeframes for customers.

Community Engagement

12. The Particular Provision will undergo public exhibition through the formal planning scheme amendment process. Interested parties can lodge submissions either in support or opposing the proposed ESD Particular Provision which Council will consider. Any submitters to the amendment will have the opportunity to participate in any independent planning panel or advisory committee hearing.

Social Equity and Sustainability

13. Implementing the amendment will deliver improved environmental and social outcomes through increased environmental performance of new developments. This will result in buildings with a smaller carbon footprint, reduced operating costs and a healthier indoor environment.

Relevant Law/Policy/Legal Implications

14. Legal advice was sought to determine whether the 31 participating councils could seek to prepare and introduce a new Particular Provision into their planning schemes under section 8A(2) of the *Planning and Environment Act 1987* without offending s10(1) of the Act (Part 1). The legal advice confirmed that councils can seek to prepare and insert a new Particular Provision into their planning scheme provided councils have authorisation from the Minister to do so.

15. The advice also suggested that if rejected by the Minister, participating councils could ask the Minister to be the proponent of such an amendment.

16. There is a further opportunity to appoint an Advisory Committee under Part 7, s151 of the Act, and refer consideration of a draft amendment seeking to introduce a new Particular Provision to the Advisory Committee.

Alignment to Community Plan and Vision

17. This report aligns with Our Community Plan 2021-2025 strategic priority:
Sustainable growth and environment.

18. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
Development and implementation of sustainable solutions.

Conflict of Interest

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

Risk Assessment

20. There have been no high or extreme risks identified with the recommendations or the implementation of this project.

Environmental Sustainability

21. Implementing this amendment will be a significant climate change action for the City and will reduce the use of fossil fuel-based energy by households, businesses and transport activities. Environmentally sustainable development that uses renewable energy and water efficiently will reduce the negative impact of energy and water demands on the natural environment.

22. The actions in this report will also result in increased tree canopy cover and landscaping, which has a range of positive ecosystem benefits such as improved biodiversity and mitigation of urban heat impacts.

23. This planning scheme amendment is also a key part of implementing the City’s Environment Strategy 2020-2030.

24. The proposed new ESD requirements are consistent with the recently adopted Climate Change Response Plan which builds on the goals established by our Sustainability Framework and Environment Strategy 2020-2030, and identifies how the City will support community business efforts to reduce greenhouse gas emissions and adapt to the likely impacts of a changing climate in our region.

25. The ESD objectives and standards in the proposed Particular Provision address:

    25.1. Operational Energy (energy efficiency, performance and greenhouse gas emission reduction);

    25.2. Embodied Carbon (greenhouse gas emission reduction and resource efficiency);

    25.3. Sustainable Transport (electric vehicles and bicycles);

    25.4. Integrated Water Management (water efficiency and integration);

    25.5. Green Infrastructure (lot scale vegetation and urban ecology);

    25.6. Climate Resilience (climate change adaption, urban heat mitigation); and

    25.7. Water & Resource Recovery (recycling and waste management).

Attachments

1. Background and Discussion - Elevating ESD Project [**2.6.1** - 3 pages]
2. Elevated ESD Particular Provision [**2.6.2** - 14 pages]
3. Elevating ESD Targets Cr Briefing Slides [**2.6.3** - 7 pages]

Elevating ESD Targets Project – Further Background

Background

Previous ESD Trial and Existing ESD Policy

1. Over an 18 month period from June 2016, Council's Statutory Planning and Planning Strategy units ran a voluntary Sustainable Design Assessment (SDA) pilot program. An Environmentally Sustainable Development (ESD) officer provided assessments and pre-application advice at no cost to applicants.
2. At its meeting of 14 August 2018, Council resolved to seek authorisation to prepare and exhibit Amendment C388 to include an ESD policy and consequential changes in the Greater Geelong Planning Scheme. The City of Greater Geelong is a member of the Council Alliance for a Sustainable Built Environment (CASBE) and at the time, 17 CASBE member councils had an ESD policy in their planning schemes.
3. Amendment C388 was publicly exhibited and only one submission was received from the Environment Protection Authority (EPA).
4. During exhibition, Council officers met with the Urban Development Institute of Australia (UDIA). UDIA expressed concerns around potential delays and the City's resourcing to process applications under the ESD policy. After considering anticipated permit numbers, council officers recommended that the permit trigger for a SDA under the policy be changed from two to three dwellings, with this trigger to be reviewed within two years.
5. At its meeting of 9 April 2019, Council resolved to adopt the amendment with a three dwelling permit trigger and send it to the Minister for approval. Council also passed the following resolution:

   "7.3 Review the permit trigger (number of dwellings) for a Sustainable Design Assessment under the Environmentally Sustainable Design Policy within two years."
6. The permit trigger proposed in the Elevating ESD Targets project is two dwellings or more rather than the three dwellings or more which are currently subject to ESD policy requirements. This new project provides an opportunity to review the permit trigger, the likely number of additional referrals generated and staff resourcing implications. The City will undertake this review in parallel with the proposed planning scheme amendment.

Elevating ESD Targets Project and Planning Scheme Amendment

7. Consultants were engaged in stage one of the Elevating ESD Targets project to review draft ESD planning policy objectives and standards. Fifteen case studies were selected to inform the baseline and test the technical and development feasibility and economic implications of the elevated ESD standards.
8. These reports form the evidence base underpinning the proposed joint planning scheme amendment (stage two of the project), in conjunction with advocacy to the Victorian State Government.
9. Thirty-one of CASBE's member councils have led this project and undertaken innovative research to support a net zero carbon future. To date, 13 councils have agreed to move onto the next stage of this project which is focused on seeking a planning scheme amendment.

10. Councils that have agreed to be part of stage two as of 1 June, 2022 are:
    - Ballarat City Council;
    - Banyule City Council;
    - Bayside City Council;
    - Boroondara City Council;
    - Greater Dandenong City Council;
    - Knox City Council;
    - Moreland City Council;
    - Mornington Peninsular Shire Council;
    - Stonnington City Council;
    - Strathbogie Shire Council;
    - Warrnambool City Council;
    - Whitehorse City Council; and
    - Yarra City Council.
11. The proposed amendment includes the following changes to the planning scheme:
    - Insert a new Elevated Environmentally Sustainable Development particular provision into the planning scheme containing objectives and standards relevant to the delivery of ESD;
    - Insert a new background document titled “Guidelines for Sustainable Building Design" in the planning scheme to assist in understanding the rationale behind the proposed standards and to support application of the proposed decision guidelines;
    - Amend the existing local ESD policy to provide strategic justification for the requirements contained in the proposed particular provision; and
    - Amend the Municipal Planning Strategy/Municipal Strategic Statement to identify municipal outcomes which provide the basis for ESD requirements and the facilitation of zero carbon development in the planning scheme.
12. The amendment delivers a net community benefit ensuring that planning achieves positive environmental, societal and economic outcomes through:
    - Providing direct and indirect community benefits which address climate change mitigation and adaptation through building climate resilience and future proofing future development and housing;
    - Reducing greenhouse gas emissions and the management of climate change risk within the built environment system;
    - Cost savings by improving climate resilient housing now, rather than retrofitting later at a higher cost;
    - Ensuring that ‘best practice’ policies and expectations continue to be addressed over time, with the 'elevation' of ESD policy requirements that may already exist throughout the scheme; and
    - Providing greater certainty, consistency and delivery of ESD outcomes and towards net zero carbon development.

13. This amendment supports energy efficiency and the Victorian State Government's proposed 7-star energy efficiency rated homes by:
    - Maximising the benefits of solar panels;
    - Supporting all electric homes; and
    - Facilitating economic, health and climate benefits from ambitious energy efficiency standards.

14. This amendment delivers outcomes that support and align with local and state government climate change pledges, the State Climate Change Strategy and Adaptation Action Plans pursuant to Part 5 of the *Climate Change Act 2017 (Vic).* Furthermore, this amendment supports Council's obligation under the *Local Government Act 2020 (Vic)* and the overarching governance principle, to ensure economic, social and environmental sustainability of the municipal district, including mitigation and planning for climate change risks.

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53.XX ELEVATED ENVIRONMENTALLY SUSTAINABLE DEVELOPMENT

Purpose

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To ensure that new buildings and significant alterations and additions are planned and designed in a manner which incorporate environmentally sustainable development (ESD) principles, mitigates and adapts to climate change, protects the natural environment, reduces resource consumption and supports the health and wellbeing of future occupants.

53.xx-1 Application

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This clause applies to an application under a provision of a zone to construct a building, or construct or carry out works, other than the following applications:

- An application under a provision of the Farming Zone, Green Wedge Zone, Green Wedge A Zone, Low Density Residential Zone, Public Conservation and Resource Zone, Transport Zone 2, Transport Zone 3, Rural Activity Zone, Rural Conservation Zone, Rural Living Zone or Urban Floodway Zone.
- A VicSmart application.
- An application to construct or carry out works associated with one dwelling on a lot.
- An application for development associated with the use of land for agriculture or earth and energy resources industry.
- An application to alter, extend or make structural changes to an existing building provided the gross floor area of the building is not increased by more than 1000 square metres.
- An application to construct a building with a gross floor area not exceeding 50 square metres.
- An application to construct or carry out works with an area not exceeding 50 square metres.
- An application lodged before the approval date of Amendment XX.
- An application for an amendment of a permit under section 72 of the Act, if the original permit application was lodged before the approval date of Amendment XX.

For the purpose of this provision:

Other non-residential uses includes development associated with the following uses:

- Education Centre
- Leisure & Recreation
- Place of Assembly
- Hospital

Net zero carbon emissions means the amount of carbon emissions associated with the building's operational energy on an annual basis is zero or negative.

Operational energy use means any energy required to facilitate the day-to-day operations of the development.

Residual operational energy means any additional energy required by the development to operate which remains after accounting for energy efficiency and onsite renewable energy infrastructure.

Green Infrastructure means planned elements of building and landscape design that are designed and managed to deliver a wide range of ecosystem services, generally in the form of vegetation.

EV enabled means development that has been constructed to include the enabling infrastructure for EV charging facilities through the installation of end point charging infrastructure to be provided at a future point in time.

Equivalent standard development means a development which shares similar characteristics to the proposed development but has only undertaken the minimum steps to meet any applicable targets or requirements of relevant regulatory controls.

53.xx-2 Operation

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The provisions of this clause contain:

- **Objectives.** An objective describes the desired outcome to be achieved in the completed development.
- **Standards.** A standard contains requirements to meet the objective. A standard should normally be met.

53.xx-3 Requirements

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An application to construct a building or construct or carry our works:

- Must meet all of the objectives of Clauses 53.XX-4 to 53.XX-11.
- Should meet all the Standards or performance measures specified in this clause. However, if the responsible authority is satisfied that an application for an alternative solution meets the objective, the alternative solution may be considered.

An application must be accompanied by details of proposed environmentally sustainable development measures, including a response to the Standards of this clause, in a Sustainability Management Plan.

53.xx-4 Operational Energy

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Objectives

To ensure new development achieves net zero carbon emissions from operational energy use.

To support the inclusion of renewable energy generation and ensure a transition to renewable energy sources.

To ensure higher levels of energy efficiency and reduce pressure on energy networks.

To support effective energy load management and storage.

To support development that demonstrates innovation in the delivery of carbon positive emission outcomes.

Standards

Standard A1

All residential developments should achieve an average 7 Star NatHERS rating.

Standard A2

All developments should provide the following minimum requirements for onsite renewable energy generation:

DEVELOPMENT	REQUIREMENT
Single dwelling, Two or more dwellings on a lot (multi- dwellings other than apartments)	A 3kW minimum capacity solar photovoltaic (PV) system should be installed for each 1-2 bedroom dwelling and an additional 1.0kW per bedroom for each bedroom there-after.
Apartment development	Provide a solar PV system with a capacity of at least 25W per square metres of the development's site coverage, OR 1kW per dwelling.
Office, Retail, Place of Assembly.	Provide a solar PV system with a capacity of at least 25W per square metres of the development's site coverage.
Industrial & Warehouse	A solar PV system that is sized to meet the energy needs of the building(s) services (lighting, air-conditioning, industrial processes). When no industrial process is proposed, minimum 1.5kW per tenancy plus 1kW for every 150m2 of gross floor area must be provided, OR Where an energy intensive industrial process is likely, maximised based on the available unencumbered roof area.

Note: Alternative renewable energy sources where it can be established that the generation would be equal or greater than that generated by solar PV on site are acceptable.

Standard A3

All development should be designed to reflect the following hierarchy in achieving net zero carbon emissions from all operational energy use:

1. Design buildings to be all electric;
2. Design building orientation, envelope and openings to increase energy efficiency;
3. Selection of energy efficient systems, equipment and appliances;
4. Onsite generation of renewable energy;
5. Purchase of offsite renewable energy.

Standard A4

All new development should be designed to avoid consumption of natural gas or other onsite fossil fuels.

Standard A5

All developments should prioritise the use of passive design to maximise thermal comfort while minimising energy consumption for heating and cooling, including through the following:

- Optimising building siting and orientation.
- Optimising building envelope design to access winter warming sun, limit summer solar heat gain and access dominant cooling breezes.
- Managing wall to glazing ratios.
- External design which uses elements such as wingwalls, balconies, external shading devices to provide effective external shading of glazing in habitable rooms from summer solar heat loads.

- Design which allows for containment of spaces that are artificially heated and cooled.

Standard A6

All development should be designed to minimise energy use including:

- Provision of clotheslines to allow natural drying of clothes and bedlinen, that do not impact the amenity of external secluded private open space, or internal room function.
- Provision of appropriate energy management systems (such as load management) to support use of renewable energy generated onsite and efficient energy consumption throughout the day.

Standard A7

All development should maximise potential utilisation of solar energy and where appropriate, wind, through the following measures:

- Ensuring electrical systems are designed to optimise the onsite consumption of generated electricity.
- Optimising roof form, pitch and orientation for photovoltaic arrays and/or solar air or water heating.
- Minimising shading and obstructions.
- Designing for appropriate roof structure to accommodate and access equipment.
- Consider spatial requirements for future renewable energy storage or other energy management systems.

Standard A8

All residual operational energy should be 100% renewable, purchased through government accredited off-site Green Power, power purchasing agreement or similar.

53.xx-5 Embodied Carbon

Objectives

To encourage development that considers the lifecycle impacts of resource use and supports lower carbon emissions.

Standards

Standard B1

Development should reduce the impact of embodied carbon emissions in materials used through a combination of the following measures:

- Reusing all, or part, of existing buildings.
- Use of reclaimed or repurposed materials where appropriate.
- Use of new materials with a recycled content.
- Identifying opportunities to substitute high impact materials, such as concrete or steel, with materials with lower embodied carbon.
- Selecting materials from sources which have undertaken offsetting of any carbon emissions.

Standard B2

Development should demonstrate consideration of the potential for future adaptation and / or alternate uses where relevant, in the design of buildings.

Standard B3

Development should contribute to the reduction in future embodied carbon through careful material selection, including:

- Utilising materials that are durable, reducing need for replacement.
- Utilising materials and construction methods which facilitate future recycling of materials.
- Considering the application of 'design for disassembly' principles.

53.xx-6 Sustainable Transport

Objectives

To ensure development supports sustainable and equitable transport patterns through the provision of transport infrastructure that prioritises active transport.

To support and encourage zero emissions transport.

To support development that is designed to encourage behavioural changes to reduce transport related emissions and congestion.

To ensure that development is designed to accommodate the expected increase in use of lower emission modes of transport through the provision of infrastructure that is efficient and can adapt to meet changing needs and innovations in transport technology.

Standards

Standard C1

All development should provide the following rates of bicycle parking:

DEVELOPMENT	REQUIREMENT
New residential development	A minimum of one secure undercover bicycle space per dwelling. Where a lesser provision of bicycle parking is proposed, development should demonstrate how additional space (i.e. car parking spaces) could be repurposed for bicycle parking should demand arise. A minimum of one visitor bicycle space per 4 dwelling.
New retail development	A minimum of one secure undercover employee bicycle parking space per 100 sqm net leasable area. Visitor bicycle spaces equal to at least 5% of the peak visitors capacity.
New development associated with a Place of Assembly	A minimum of 2 secure staff bicycle spaces per 1500 sqm of a place of assembly. A minimum of four visitor spaces for the first 1500 sqm and 2 additional spaces for every 1500 sqm thereafter.
New office development	A minimum of one secure undercover staff bicycle parking space per 100 sqm net leasable area of office. A minimum of one visitor space per 500 sqm net leasable area of office.
For all other non-residential uses	Provide bicycle parking equal to at least 10% of regular occupants.

Standard C2

All non-residential developments should provide:

- One shower for the first 5 employee bicycle spaces, plus 1 to each 10 employee bicycle spaces thereafter.
- Personal lockers are to be provided with each bicycle space required if 10 or more employee bicycle spaces are provided.
- If more than 30 bicycle spaces are required, then a change room should be provided with direct access to each shower. The change room may be a combined shower and change room.

Standard C3

All development should be designed to support the use of electric vehicles through the provision of:

DEVELOPMENT	REQUIREMENT
Single dwellings / Two or more dwellings on a lot	Appropriate infrastructure and cabling to support at least moderate speed, efficient EV charging (with / without the EV charger unit) in each garage / carport.
Apartment development	Electrical capacity capable of supporting the provision of an appropriate moderate speed, efficient EV charging outlet to all car parking spaces. Appropriate EV infrastructure and cabling must be provided to ensure peak demand is managed for example, distribution boards, power use metering systems, scalable load management systems, and cable trays or conduit installation.
Non-residential development under 5,000 sqm gross floor area	Electrical capacity capable of supporting the provision of an appropriate moderate speed, efficient EV charging outlet to 20% of all staff car parking spaces (or a minimum of one space). Appropriate EV infrastructure and cabling must be provided to ensure peak demand is managed, for example, distribution boards, power use metering systems, scalable load management systems, and cable trays or conduit installation.
Non-residential development over 5,000 sqm gross floor area	Installed EV charging infrastructure complete with chargers and signage to 5% of all car parking spaces. Electrical capacity capable of supporting the provision of an appropriate moderate speed, efficient EV charging outlet to 20% of all staff car parking spaces (or a minimum of one space). Appropriate EV infrastructure and cabling must be provided to ensure peak demand is managed for example, distribution use metering systems, scalable load management systems, and cable trays or conduit installation.

Standard C4

All bicycle parking facilities should be designed for convenient access, including:

- Locating the majority of bicycle parking facilities for occupants at ground level, where this does not compromise other relevant objectives.
- For bicycle parking not at ground level, providing the majority within 10 metres of vertical pedestrian access ways (i.e. lifts, stairs).
- Providing safe access to bicycle parking facilities in basement carparks via a separate line of travel or by clearly signalling cycle priority through surface treatments and to facilities accessed via lanes by providing suitable lighting and surveillance.
- Ensuring any lifts used to access bicycle parking areas are at least 1800mm deep.
- Ensuring at least 20% of residential bicycle parking facilities are of a type which support equitable access through a combination of well-spaced ground level facilities to

support ease of use and provision of parking spaces to accommodate a diverse range of bicycles (such as cargo bikes or three wheeled bikes).

Standard C2

All car parking facilities should be designed to support the charging of shared or visitor vehicles through:

- The provision of a minimum of one EV enabled shared parking space if visitor or shared parking spaces are proposed.
- Locating shared EV charging space(s) in highly visible, priority locations.
- Providing clear signage indicating that EV charging is available at the shared space(s).

Standard C3

All car parking facilities should be designed to support the charging of motorcycle, moped, electric bicycle or scooters through:

- Providing electrical capacity for appropriate charging outlets at the parking / storage area.
- Providing a general power outlet for every six vehicle parking spaces to support charging.

Standard C4

All development should be designed to support modal shift to more sustainable forms of transport through:

- Locating low and zero emission vehicles in a prominent, accessible locations within parking facilities.
- Designing car parking facilities to be adaptable to other uses.
- Adopting flexibility in the allocation of car parking spaces to facilitate adaptable uses or transfer of ownership.

53.xx-7 Integrated Water Management

Objectives

To support development that minimises total operating potable water use.

To support development that reduces the amount of stormwater runoff on site, and improves its quality of stormwater, and impacts for stormwater that leaves a development.

To ensure development considers and addresses the impact of future climate conditions in the management of water resources.

To encourage development that supports innovation in the use and reuse of water

Standards

Standard D1

All development should be designed to reduce potable water use on site by at least 30% in interior and irrigation uses, in comparison to an equivalent standard development, with use of roof harvested rainwater supply prioritised in the delivery of reductions.

Standard D2

Design developments to use water resources efficiently through a range of measures, including;

- Collection of rainwater from above ground catchments, and appropriate filtering for on-site use for toilet flushing as a minimum, and additional uses such as laundry, irrigation, wash down facilities, etc.
- Capture of fire-test water for on-site reuse.
- Collection of stormwater for on-site reuse.
- Considering opportunities for onsite recycling of wastewater through the installation of approved greywater or blackwater systems.
- Reducing potable water use for irrigation by selection of drought tolerant landscaping, design for passive irrigation, and selection of efficient irrigation systems where needed.
- Connecting to a precinct scale Class A recycled water source if available and technically feasible (including a third pipe connection to all non-potable sources).
- Providing water efficient fixtures, fittings and equipment.

Standard D3

Reduce the volume and flow of stormwater discharging from the site by appropriate on-site detention and on-site retention strategies, consistent with catchment scale IWM objectives and targets.

Standard D4

Improve the quality of stormwater discharging from the site by meeting best practice urban stormwater standards.

53.xx-8 Green Infrastructure

Objectives

To deliver development that protects existing landscape values on and adjoining the development site, including canopy, vegetation, and habitat for biodiversity.

To deliver development that increases vegetation, particularly indigenous and native vegetation, and enhances existing landscape values, connects biodiversity corridors and increases the resilience of ecosystems.

To ensure landscaping proposed as part of development will be resilient to future climate conditions and supports integrated water management and energy efficiency outcomes.

To support development that increases amenity, improves connections to surrounding natural landscapes and supports health and wellbeing.

To encourage development that provides opportunities for on-site food production.

Standards

Standard E1

All new development should achieve a Green Factor score of 0.55 (0.25 for industrial and warehouse uses)

OR

A minimum of at least 40% of the total site coverage area (20% for Industrial or Warehouse) must comprise green cover (external landscaping) that delivers at least one of the following:

- A minimum of 65% of the required green cover area as new or existing canopy planting and a minimum of 35% as understory planting. Canopy planting and understory planting can overlap.
- Species selection and associated planting arrangement comprising native and / or indigenous species which provides habitat for native fauna.
- Green cover which is located to provide maximum benefit in relation to the cooling of the adjoining public realm. Green walls or facades under this pathway must benefit the public realm and be on the lower levels of the building.

Standard E2

Green infrastructure should:

- Support the creation of complex and biodiverse habitat.
- Provide a layered approach, incorporating both understory and canopy planting.
- Provide either native, indigenous and/or climate change resilient exotic plants that provide resources for native fauna.
- Support the creation of vegetation links between areas of high biodiversity through planting selection and design.
- Ensure species selection is appropriate to address expected future climate conditions.

Standard E3

Siting of buildings should seek to retain existing mature canopy trees (excluding invasive species) or significant areas of other green cover which contribute to biodiversity corridors and habitat.

Standard E4

Development should ensure appropriate measures are integrated to support the establishment and ongoing maintenance of landscaping

53.xx-9 Climate Resilience

Objectives

To improve the resilience of the built environment to climate change related hazards and natural disasters.

To deliver development that reduces the urban heat island effect.

Standards

Standard F1

Provide at least 75% of the development's total site area with a combination of the following elements to reduce the impact of the urban heat island effect:

- Green infrastructure.
- Roof and shading structures with cooling colours and finishes that have a solar reflectance index (SRI) of:
    - For roofing with less than 15 degree pitch, a SRI of at least 80.
    - For roofing with a pitch of greater than 15 degrees, a SRI of at least 40
- Water features or pools.
- Hardscaping materials with SRI of minimum 40.

Standard F2

New development should demonstrate that future climate impacts have been considered and addressed in any design response.

Standard F3

Pedestrian pathways should be designed with thermal comfort in mind.This includes incorporating landscaping (tree canopy and other vegetation), shading and covered structures.

53.xx-10 Indoor Environmental Quality

Objectives

To support development that achieves safe and healthy indoor environments, specifically addressing:

- Thermal comfort.
- Thermal safety.
- Access to clean, fresh air.
- Access to daylight and sunlight.
- Harmful indoor air pollutants.

To deliver development that considers the impact of future climate conditions on indoor environment quality.

Standards

Standard G1

Buildings should be designed to be able to provide appropriate levels of thermal comfort without reliance on mechanical heating and cooling systems, as follows:

DEVELOPMENT	REQUIREMENT
Single dwellings Two or more dwellings on a lot (other than apartments)	All habitable rooms should be cross ventilated.
Apartment development Residential Buildings	60% of all apartments should be effectively naturally ventilated, either via cross ventilation, single-sided ventilation or a combination At least 40% of apartments on every floor to be cross ventilated.
Non-Residential development	All regular use areas of non-residential spaces should be effectively naturally ventilated; or commensurate mechanical measures provided.

Standard G2

Buildings should achieve a daylight level across the entirety of every habitable room of 100 lux and of 50 lux across the entirety of any other regularly occupied space.

Standard G3

Internal spaces in buildings should utilise natural light to minimise the use of artificial lighting during daylight hours, unless the proposed use of the room is contrary to the provision of glazing.

Standard G4

Primary living areas of at least 70% of all dwellings in a development should achieve direct sunlight for 2 hours on the 21st day of June to at least 1.5m deep into the room through glazing.

Standard G5

Development should include openable external windows to circulation corridors and lift lobbies to facilitate natural ventilation for residential development below six storeys.

Standard G6

Development should use materials which are low toxicity in manufacture and use, and that do not cause harm to people or ecosystems.

53.xx-11 Waste and Resource Recovery

Objectives

To facilitate development that supports functional waste recovery and management.

To enable the continuous improvement of sustainable waste management and resource recovery.

Standards

Standard H1

Development should include:

- Adequate waste and recycling infrastructure to manage the waste demand of the development in a sustainable manner and to support recycling, such as an appropriate number of bins, waste chutes, and cleaning facilities.
- Waste and recycling infrastructure and enclosures which are:
    - Adequately ventilated.
    - Integrated into the design of the development.
    - Located and designed for convenient access by occupants and made easily accessible to people with limited mobility
    - Signposted to support recycling and reuse.
- Adequate facilities or arrangements for bin washing.

Standard H2

Development should be designed to facilitate:

- Collection, separation and storage, and where appropriate, opportunities for on-site management of food waste through composting or other waste recovery as appropriate.
- Collection, storage, and reuse of garden waste, including opportunities for on-site treatment, where appropriate, or off-site removal for reprocessing.
- Collection and storage of glass recycling
- Collection and storage of containers under any Container Deposit Scheme as appropriate for the proposed use and scale.
- The provision of adequate circulation space on site to allow waste and recycling collection vehicles to enter and leave the site without reversing.
- Waste and recycling separation, storage and collection designed and managed in accordance with an approved Waste Management Plan, if required by the responsible authority.
- For apartment development, the provision of space for communal storage of additional waste streams including E waste, hard waste and textiles.

Standard H3

An application should demonstrate through the provision of a Construction / Demolition Waste Management Plan, if required by the Responsible Authority, that all practical and feasible practices and activities to minimise waste and increase resource recovery will be implemented.

53.xx-12 Decision guidelines

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Before deciding on an application, in addition to the decision guidelines in Clause 65, the responsible authority must consider:

- *The extent to which the development meets the objectives and requirements of this policy from the design stage through to construction and operation.*
- *Whether alternative design responses to the identified Standards would achieve greater alignment with precinct specific objectives related to environmental sustainability.*
- *Whether the proposed environmentally sustainable development initiatives are reasonable having regard to the type and scale of the development and any site constraints.*
- *The response to any other matters relating to environmentally sustainable development outlined in this planning scheme.*
- *Any relevant water and stormwater management objective, policy or statement set out in this planning scheme.*
- *The contribution the development makes to mitigation of the urban heat island effect and adaptation to changing climatic conditions.*
- *The feasibility and approach to maintenance of proposed green infrastructure.*
- *The quality of the integrated water management approach proposed for the development.*
- *The impact of the removal of any mature canopy trees or vegetation which contributes to natural ecosystems and the measures proposed to mitigate these impacts.*

Project Objectives

To pursue a collective, joint Council, Planning Scheme amendment that introduces standards for zero carbon development and elevates ESD targets

To enable a collective contribution towards achieving CASBE's Strategic Plan – Goal 1: *'Elevate environmental standards for new development'*

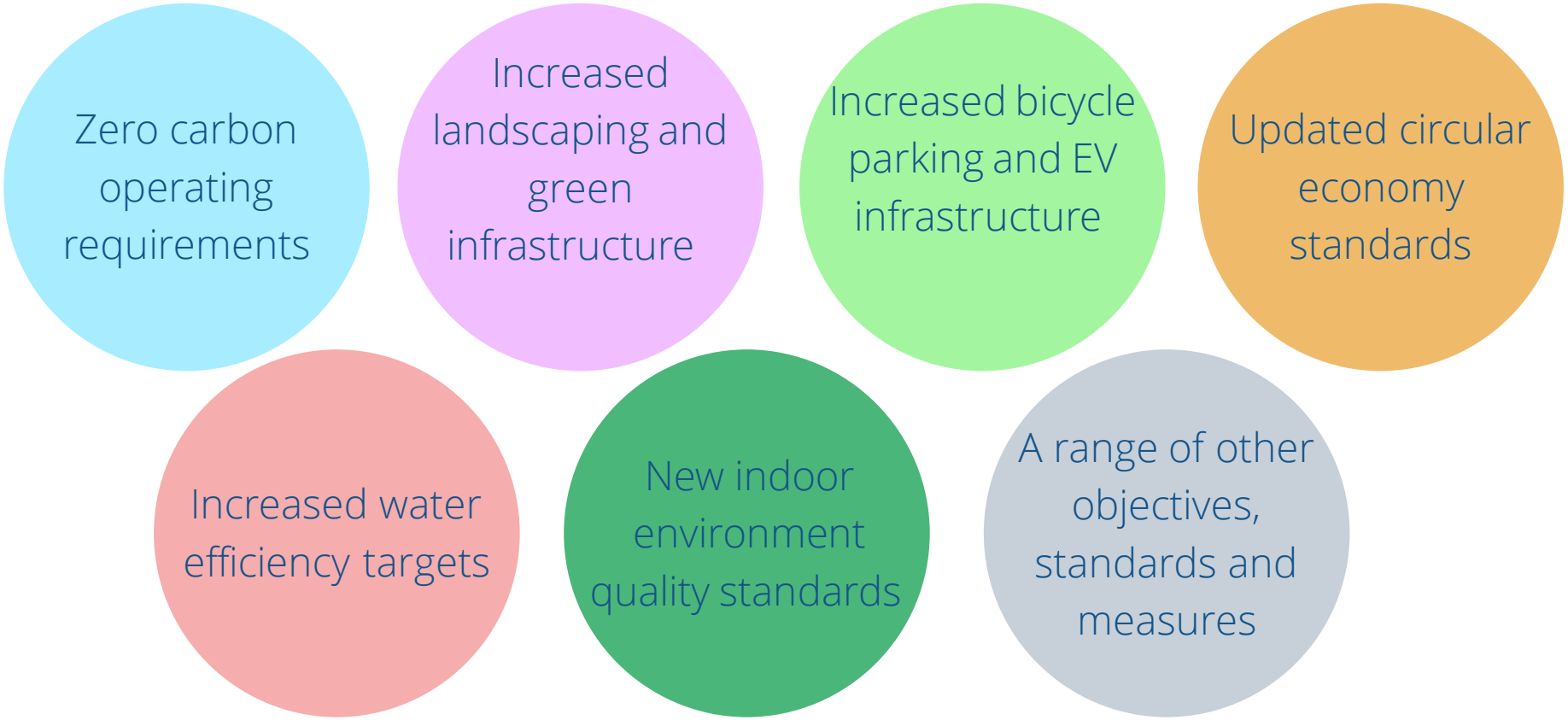
To support each Council's emission reduction targets and associated ESD policies, action plans, pledges, strategies or agendas, as well as, climate change emergency declarations, where relevant

To facilitate consistency and harmony between councils' Planning Schemes throughout the State

Stage 1 Process

1	2	3	4	5
Councils sign up to Stage 1 (development of updated ESD targets)	Sign Memorandum of Understanding for Stage 1	Develop draft performance standards	Peer review from working group Councils and expert consultants	Finalise technical reports and draft ordinance
March 2021	May 2021	August 2021	October 2021	March 2022

Key features of project



ESD advice

Validation of the performance standards developed

Specific recommendations in relation to energy, transport, integrated water management, circular economy and other standards

Planning advice

Drafting advice to ensure ordinance is compliant with relevant requirements for drafting planning policy

Drafted a new Particular Provision to be inserted into the Planning Schemes of participating Councils

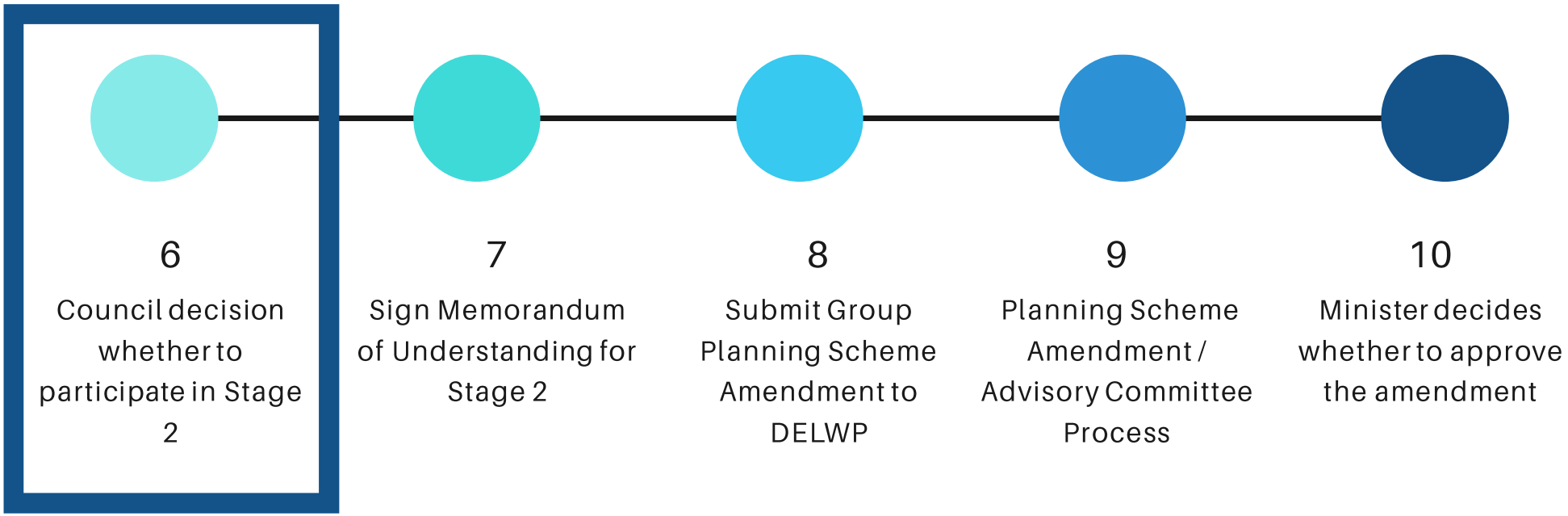
Recommended a number of further actions to support implementation of the new performance standards

Economic advice

Initial concerns about economic justification, however these were overcome with some revisions

Still some challenges as there are a number of unquantifiable benefits arising from some new standards

Proposed Stage 2 process



2.7. Vision Zero Geelong: Safe Local Travel 2022-27

Source: **City Services**
Director: **Guy Wilson-Browne**

Purpose

1. For Council to adopt the draft road safety strategy “Vision Zero Geelong: Safe Local Travel 2022-2027" (**Attachment 1**) following a period of 30 days’ public exhibition.

Background

2. In November 2021, the Draft Road Safety Strategy 2022-27 (renamed *Vision Zero Geelong: Safe Local Travel 2022-2027* following stakeholder feedback) was presented to Council for endorsement for a 30-day public exhibition period.

3. This Strategy sets ambitious targets towards our vision of zero deaths and serious injuries on Greater Geelong roads by 2050.

4. Previous versions have been updated and the final Strategy, *Vision Zero Geelong: Safe Local Travel 2022-27 (“the Strategy”)* is presented as **Attachment 1**.

5. Feedback received during the development of the Strategy has been included as **Attachment 2**.

6. Feedback from public exhibition has been included as **Attachment 3**.

7. In response to feedback a background and data report is presented as **Attachment 4**.

Key Matters

8. The approach to reach our future vision is consistent with *Victorian Road Safety Strategy 2021-2030* and based on the Safe System approach as adopted.

9. The Safe System approach is an internationally recognised framework to reduce road trauma and is considered industry best practice for road safety in Australia.

10. The Strategy sets four strategic themes to guide our 4-year action plan and 6 key moves as outlined on page 5 of the Strategy.

11. Continued work with partners, such as the Transport Accident Commission (TAC), Department of Transport (DoT) and Victoria Police, will support achieving targets.

RESOLUTION - Item 2.7

Cr Grzybek moved, Cr Mansfield seconded -

That Council:

1. **Note feedback received during the public exhibition period for Vision Zero Geelong: Safe Local Travel 2022-2027; and**

2. **Adopt Vision Zero Geelong: Safe Local Travel 2022-27 (Attachment 1).**

Carried

Financial Sustainability

12. Infrastructure projects arising from the Strategy will be referred to the City's 10-year capital works programs through the future Council budget process for consideration.

13. The Strategy provides a sound basis for external funding applications to help deliver the priority actions.

14. Budget bid submissions for action implementation will be submitted annually from the 2023/24 budget cycle onwards. Indicative funding amounts are proposed as follows, noting these may change during the Strategy implementation:

    14.1. Year 1: $200,000;

    14.2. Year 2: $300,000;

    14.3. Year 3: $150,000;

    14.4. Year 4: $200,000; and

    14.5. Year 5: $150,000.

Community Engagement

15. The stakeholder and community feedback supplements our road safety programs and provides further insight into road safety issues that matter to the community.

16. Stage one of community engagement to inform the Strategy included:

    16.1. 275 online community survey respondents.

    16.2. Four community consultation drop-in sessions, in:

        16.2.1. Clifton Springs;

        16.2.2. Geelong;

        16.2.3. Ocean Grove; and

        16.2.4. Lara.

    16.3. A stakeholder workshop with key road safety partners.

17. Stage one engagement themes noted concerns relating to driver behaviour, vulnerable road users and the adequacy of infrastructure.

18. Stage two of community engagement included sharing the draft Strategy for feedback:

    18.1. The engagement was open for 68 days of engagement, from November 2021 to January 2022;

    18.2. 32 submissions from individuals and organisations were received;

    18.3. 8,000 social media impressions; and

18.4. Key themes included the desire for more data, separate background data and the addition of high-level data into the Strategy.

19. Community feedback, input from road safety experts and key stakeholders including DoT and TAC and road safety data have been used to inform the Strategy.

20. The summary of feedback from the public exhibition of the draft Strategy is presented as **Attachment 3**.

Social Equity and Sustainability

21. The Strategy contains several actions designed to promote social equity and improve sustainability. These actions include:

    21.1. Increasing safety for vulnerable road users around school aims to introduce safety treatments around schools to reduce road trauma; and

    21.2. Introducing safety treatments in high pedestrian areas to improve safety outcomes for vulnerable road users.

22. The Strategy seeks to reduce the road toll and trauma in Greater Geelong and has a focus on improving safety for our vulnerable road users which include pedestrian and cyclists.

Relevant Law/Policy/Legal Implications

23. This Strategy aims to provide tools for growth towards the targets set in the *Victorian Road Safety Strategy 2021-2030* including:

    23.1. Reduction in fatalities and serious injuries from road trauma over the next 10 years;

    23.2. Embedding a culture of road safety in the Victorian community;

    23.3. Delivering initiatives that have an immediate impact on road safety, but also prepare for the future; and

    23.4. Ensuring all Victorians are safe and feel safe on and around our roads.

24. The Strategy supports obligations under key State legislation such as the *Victorian Road Safety Act 1986* and the *Road Management Act 2004*.

Alignment to Community Plan and Vision

25. This report aligns with Our Community Plan 2021-2025 strategic priority:
    Healthy, caring, and inclusive community.

26. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
    A fast, reliable, and connected transport network.
    People feel safe wherever they are.

Conflict of Interest

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

Risk Assessment

28. The current Road Safety Strategy is outdated and needs to be updated. The revised Strategy will provide key actions to support Greater Geelong reaching road safety targets.

Environmental Sustainability

29. Improving road safety outcomes for vulnerable road users can promote mode share of walking and cycling which will lead to improved environmental outcomes for Greater Geelong.

Attachments

1. Vision Zero Geelong - Safe Local Travel 2022- 2027 [**2.7.1** - 36 pages]
2. Engagement Summary - Stage One [**2.7.2** - 8 pages]
3. Engagement Summary - Stage Two [**2.7.3** - 6 pages]
4. Vision Zero Geelong Safe Local Street 2022 27 Background Report [**2.7.4** - 21 pages]

THE CITY OF
GREATER GEELONG

VISION ZERO GEELONG: SAFE LOCAL TRAVEL

2022–27

CITY OF GREATER GEELONG

MAYOR AND CEO MESSAGE

The City of Greater Geelong works with the community to create a vibrant, diverse and sustainable city. We all want a liveable city where people feel connected and able to access opportunities to live life to the full. To achieve this requires a transport system that functions safely and efficiently.

As our population grows, and visitors and businesses are attracted to the area, we can expect more people on our roads. To accommodate this growth, we are working to improve and maintain the road network, facilitate efficient traffic movements and keep road safety as our top priority.

Over the last decade the number of fatal and serious injury crashes on our roads has fluctuated from year to year, but overall the number has remained steady. We average 200 fatal and serious injury crashes every year, eight of which are fatal. This is too high.

We have a long-term vision of achieving the Vision Zero target of zero deaths and serious injuries on our roads. *The Victorian Road Safety Strategy 2021–2030* sets an interim target of halving road deaths and reducing serious injuries by 2030. We aim to play our part in reaching these targets, and making our roads and streets safer.

To understand the road safety issues we face, we asked road users what they thought, worked with road safety experts and looked at the engineering data collected for local crashes.

Using this information, we identified four strategic themes that will drive our road safety program over the next five years:

1. Leadership and Best Practice – We are committed to Vision Zero and the Safe System Approach and we will act as an exemplar for road safety.

2. Working Together – We will work with our Road Safety Partners and the local community to shape the future of road safety together.

3. Safe System Approach – We will apply the globally recognised Safe System approach, which addresses the four main factors that contribute to a crash:

- Safe roads and paths
- Safe Speeds
- Safe People
- Safe Vehicles

4. Active and Public Transport – We will reduce risks for active transport users, recognising how important this is for a healthy and sustainable community.

Using these themes, we have set ourselves an ambitious action plan, which we will deliver with your support, and the support of our road safety partners.

We thank the Department of Transport and the Transport Accident Commission (TAC) for their input and contributions to the development of this strategy. These two organisations have provided valuable data and technical advice, recommendations for strong and innovative actions to help reach our ambitious targets.

We value the support of these two organisations and look forward to delivering the actions in this strategy with our stakeholders.

Cr Peter Murrihy

MAYOR
City of Greater Geelong

Martin Cutter

CEO
City of Greater Geelong

Pictured: Pedestrian operated signals help Bellarine Rail Trail users safety cross Tivoli Drive, Curlewis

We acknowledge the Wadawurrung People as the Traditional Owners of the Land, Waterways & Skies. We pay our respects to their Elders, past and present. We acknowledge all Aboriginal and Torres Strait Islander people who are a part of our Greater Geelong community today.

Artwork: *Corio* by Dr Jenny Murray-Jones

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ACKNOWLEDGEMENTS

We would like to extend our gratitude to Safe System Solutions for helping us to prepare this strategy, as well as the many community members and stakeholders whose feedback helped shape this plan.

OUR VISION

The City of Greater Geelong aims to eliminate death from our roads by 2050, with a first step of halving road deaths and reducing serious injuries by 2030, in line with state objectives in the Victorian Road Safety Strategy 2021–2030.

Together with our road safety partners, and the contribution of our communities, we aim to play our part in reaching these targets and making our roads and streets safer.

Our aims are ambitious and we will deploy the latest thinking, tools and techniques to identify issues and implement solutions.

KEY MOVES

Following is the list of key moves from our action plan that we believe will make the biggest difference to road trauma, and help us reach our road trauma targets:

Develop a program of Local Area Traffic Management Plans for precincts to proactively review and address identified road safety issues

Area-wide Local Area Traffic Management treatments give greater safety and amenity outcomes than individual treatments

Implement area wide 40 km/h zones in residential areas where studies and/or community feedback show that speed is a safety issue

Lower speeds in residential streets reduce the risk of serious injury or death in the event of a crash

Work with the Department of Transport to develop a speed limit strategy for all local and arterial roads

Making sure all speed limits in Greater Geelong suit the category of road and their role within the transport network will reduce road trauma

Trial road safety treatments that target road safety issues arising from seasonal visits

The population of tourist towns greatly increases during the holidays. Focusing on this transient population will reduce road trauma

Trial school zone safety treatments

Primary school students are among our most vulnerable road users to serious injury or death in the event of a crash

Work with existing cycling advisory group to identify a list of prioritised routes for separating cyclists from vehicular traffic

Separating bicycles from vehicle traffic greatly reduces the risk of a crash

KEY THEMES

1. LEADERSHIP AND BEST PRACTICE

We are committed to achieving zero lives lost on all roads and the Safe System Approach. We will act as an exemplar by integrating this ethos into our way of working, while encouraging others to do the same. We will continuously build our capability and deliver improvements based on sound evidence, the latest ideas and technologies, and carefully considered prioritisation.

2. WORKING TOGETHER

Creating a safe road network is everyone's responsibility. We will work with:

- road safety partners, including the Department of Transport, Transport Accident Comission (TAC), Victoria Police and health services, to achieve more than we can alone
- our community, by listening and engaging with you so that you can help to shape the future of road safety in Greater Geelong.

3. SAFE SYSTEM APPROACH

We will apply the four interacting elements of the Safe System approach to address the main factors contributing to crashes. This means:

- Safe Roads – our roads and streets should be designed, built and maintained so that the risk of a crash is minimised and the severity of crashes are reduced.
- Safe Speeds – our roads should have appropriate speed limits and road users should travel at speeds that are safe for the road conditions, reducing the chances and consequences of a crash.
- Safe People – we should all exercise care, attention and awareness of others for our safety and the safety of others.
- Safe Vehicles – modern vehicles include features which improve the safety of drivers, passengers and other people.

4. ACTIVE AND PUBLIC TRANSPORT

We will reduce risks for active transport users, recognising how important this is for a healthy and sustainable community, and that pedestrians and cyclists are particularly vulnerable. By reducing vehicular traffic, active transport supports healthier lifestyles and a healthier environment.

This strategy is not a stand-alone document. It is part of a suite of strategies and plans designed to promote a vibrant, attractive, inclusive and sustainable future.

Pictured: Seasonal speed reductions and rumble strip treatments help improve safety on Thirteenth Beach Road, Barwon Heads

ABOUT OUR MUNICIPALITY

Located 75 kilometres from the Melbourne CBD, the municipality covers 1,247km, comprising country, coastal and suburban areas.

Between 2010–19 the population increased by over 46,000 people. Growth is projected to continue and has been concentrated most heavily in suburban Geelong, as well as Lara and Leopold. During peak holiday season, the population can increase by up to 70 per cent.

ROADS IN OUR REGION

Our region has strong links with Victoria's wider transport networks and is a major transport hub. The primary road link to the wider region is the Princes Freeway (M1), which links the Geelong road network to Melbourne. Geelong is also the gateway to the Great Ocean Road scenic roadway – a popular tourist route.

Many of the region's highways converge in Geelong, including:

- the Midland Highway
- Hamilton Highway
- Princes Highway
- the Geelong-Bacchus Marsh Road
- Bellarine Highway and
- Surf Coast Highway.

When the Geelong Ring Road was completed in early 2013, it resulted in all regional-level highways linking with the M1, thus providing through access to Melbourne.

While Regional Roads Victoria manages over 500 kilometres of arterial roads within the municipality, we manage approximately 2250km of roads, including:

- sealed roads = 1765 kilometres
- unsealed roads = 358 kilometres
- sealed lanes = 34 kilometres
- unsealed lanes = 38 kilometres
- unformed fire tracks = 14 kilometres
- recreation tracks = 46 kilometres.

Figure 1: Major roads in our municipality

Pictured: Victoria Police is an important stakeholder in road safety

OUR ROLE

Like all local government authorities, we have an important role to play in improving road safety.

Our roles include:

- **Road Authority** – managing the safety of the roads we own and manage, including a duty of care towards road users
- **Planning Authority** – making decisions about land use and development that won't compromise road safety
- **Employer** – maintaining safe fleet vehicles and making sure our employees behave responsibly on the roads, while extending these principles to our contractors
- **Lobbyist** – advocating to government for funding that improves transport infrastructure and services, as well as changes to legislation that will benefit the community
- **Community advocate** – engaging and empowering our community to contribute to road safety by supporting community education and coordinating local resources

Pictured: Hovells Creek Shared Path provides an off-road pedestrian and cyclist link between Lara and Geelong

We can improve road safety through all of these roles, but we are also reliant on other levels of government to fund and provide certain infrastructure, services, policies, legislation and guidance. The split of responsibilities between different levels of government are shown below in simplified form.

THE CITY OF GREATER GEELONG

- Building and maintaining local roads
- Local bike and pedestrian networks
- Advocating and supporting delivery of state infrastructure and services

VICTORIAN GOVERNMENT

- Building and managing freeway, arterial roads and public transport networks
- Providing train and bus services
- Strategic bike networks
- Speed limit policy (for all roads)
- Road Rules/Legislation/Law
- Vehicle standards

AUSTRALIAN GOVERNMENT

- Funding for national highway network
- City-shaping transport projects
- Program funding for local government transport projects

While we identify and implement road safety improvements within our sphere of influence, we also advocate for improvements that are the responsibility of other parts of government. We support the Department of Transport's infrastructure upgrades on arterial roads, particularly those that protect vulnerable road users and decrease the severity of crashes.

Pictured: The raised pedestrian crossing treatments at this intersection give pedestrians priority over vehicles at all times.

KILGOUR & YARRA STREETS, SOUTH GEELONG

This project was designed to give pedestrians priority over vehicles at the roundabout. The features of the treatment include: speed reductions on Yarra and Kilgour streets; reduced approach speeds to the roundabout; designated crossings to give pedestrians; and visual separation of cyclists.

This project addresses a key principle of the Safe System: people are vulnerable. The treatment also supports the Principle Bicycle Network east-west and north-south links between Latrobe Terrace and St Albans Road, and between Eastern Beach and the Barwon River.

*** Upgraded as part of the Safe Travel in Local Streets program, funded by the Victorian Government, in partnership with TAC.**

OUR APPROACH TO ROAD SAFETY

This strategy has been informed by internationally recognised approaches to road safety, as well as national, state and local government legislation, policies, standards and practices. Two key approaches – *Vision Zero and The Safe System* – are described below.

This strategy also aligns with *Greater Geelong: A Clever and Creative Future*, the community's 30-year vision for our region. In particular, it aligns with these community aspirations:

- A fast, reliable and connected transport network.
- People feel safe wherever they are.

VISION ZERO

In developing this strategy, we aim to align with *Vision Zero* – the global movement to end traffic-related fatalities and serious injuries by taking a systemic approach to road safety. The road safety principles that can drive fatalities down are in place across most Australian states and territories. Overseas, many other countries have also adopted these principles, including Sweden, Canada, the United Kingdom, France, Norway and many large cities in the United States.

THE SAFE SYSTEM

The Safe System (see Figure 2) is an internationally recognised framework to reduce road trauma. The system, based on a Swedish framework that reduced fatal and serious injuries by 40 per cent over 10 years, is recognised in many countries, including Australia, as best practice.

Figure 2: The Safe System

PRINCIPLES OF THE SAFE SYSTEM

Principle 1: The only acceptable fatality or serious injury toll on our roads is zero (zero tolerance)

Everyone is susceptible to being injured, so no one can be missed. Road safety needs to be focused towards reducing fatal and serious injuries.

Principle 2: People are vulnerable

When vehicles crash at high speeds, our bodies are subject to forces they cannot withstand. The approximate tolerances for the human body under different crash conditions are:

- Head-on crash: 70 km/h
- Side-impact crash with another vehicle: 50 km/h
- Side-impact crash with a tree: 30 km/h
- Pedestrian crash: 30 km/h

While our ability to withstand the impact of a crash is outside of our control, there is a lot that we can do to reduce or avoid these potential impacts.

Principle 3: People make mistakes

Human error is inevitable and, on our roads, human error can result in crashes and trauma. The Safe System recognises the unavoidable nature of human error. Rather than placing the blame on the road user, it recognises the need for those involved in road design, road maintenance and road use to share responsibility for the many factors that contribute to serious injury or death on our roads.

Principle 4: Shared responsibility

Creating a safe road network is everyone's responsibility. Businesses, organisations, governments, communities and individuals all have a role to play in helping us achieve Vision Zero.

Pictured: Safer speeds save lives

ELEMENTS OF THE SAFE SYSTEM

There are four elements that make up the Safe System:

- **Safe roads and paths** – roads and paths should be designed and maintained to minimise or avoid risk in all conditions, and forgive human error.
- **Safe speeds** – even minor differences in speed can change the outcomes in an accident situation. Setting appropriate limits for the road environment, and getting road users to comply, will reduce fatalities and serious injuries.
- **Safe people** – road safety can only be achieved if individual drivers know and follow the road rules and show respect for all other road users, regardless of their mode of transport.
- **Safe vehicles** – through better safety technology, vehicles will help reduce the likelihood of serious crashes.

Post-crash care

The length of time between a serious crash and the arrival of emergency treatment is critical to the outcomes of an accident. Emergency vehicle accessibility must therefore be considered in our road safety planning.

Doing what works

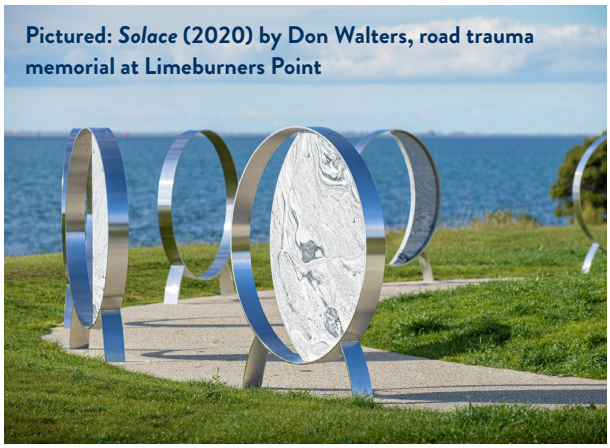
Research shows that road trauma can be reduced when:

- leaders are committed
- road safety is addressed methodically
- the community is involved in planning and delivering road safety outcomes
- adopted safety measures have been proven to be effective.

Pictured: These raised pedestrian crossings in Armstrong Creek help families, teachers and students access the primary and secondary school.

DEVELOPING OUR VISION ZERO STRATEGY

To better understand road safety issues in the City of Greater Geelong, we looked at local crash data, listened to the perspectives of people in our community, and worked with road safety experts.



Pictured: *Solace* (2020) by Don Walters, road trauma memorial at Limeburners Point

1. Talking to road users and the community

We conducted an online public survey, and held community consultations and workshops with key road safety partners. We also collected feedback through regular forums, our website and other communication channels. This information gave us a better insight into the road safety issues that matter to the community.

A summary of feedback is available in Section 9 of the *Vision Zero Background Data Report*.

2. Working with road safety experts

We consulted with a range of experts and knowledgeable stakeholders, especially those with local knowledge, to identify issues and potential solutions. These discussions helped us to shape our strategic approach, action themes and actions.

3. Crash data

We analysed road safety crash data for the most recent five-year period that complete data was available (2015–19). This gave us an insight into the types of crashes occurring, when and where they were happening, road conditions at the time, and who was involved.

High-level data is shown in Section 9 of the *Vision Zero Background Data Report*.

SPARKS ROAD, NORLANE

This project was designed to reduce vehicle approach speeds, reduce the number of vehicle conflict points and provide a safer crossing environment for pedestrians. The key features of the treatment include: an upgrade of the Sparks Road and Iona Street intersection to a roundabout; installing a speed hump nearby and a raised pedestrian crossing to slow vehicles down as they approach; and building pedestrian refuges, so pedestrians can cross the road in two stages.

Safe roads and paths that forgive human error are a key element of the Safe System.

*** Upgraded as part of the Safe Travel in Local Streets program, funded by the Victorian Government, in partnership with TAC.**

Pictured: Pedestrian refuges allow people to wait safely for a gap to cross

CRASH DATA - COMPARISON

Crash history between 2010 and 2019 shows there has been a decrease in serious injury crashes in our municipality, but fatal crashes are (on average) not decreasing.

CRASH COMPARISON BETWEEN GREATER GEELONG AND VICTORIA

Prior to 2016, Greater Geelong generally had a lower crash rate per 100,000 population compared to the Victorian average. Since 2016, the rate has been higher.

Over the identified ten-year period, Greater Geelong averaged 86 fatal and serious injury crashes per 100,000 population, compared to the Victorian average of 80.

Fatal and Serious Injury Crashes per 100,000 population - Greater Geelong and Victoria (2010-2019)

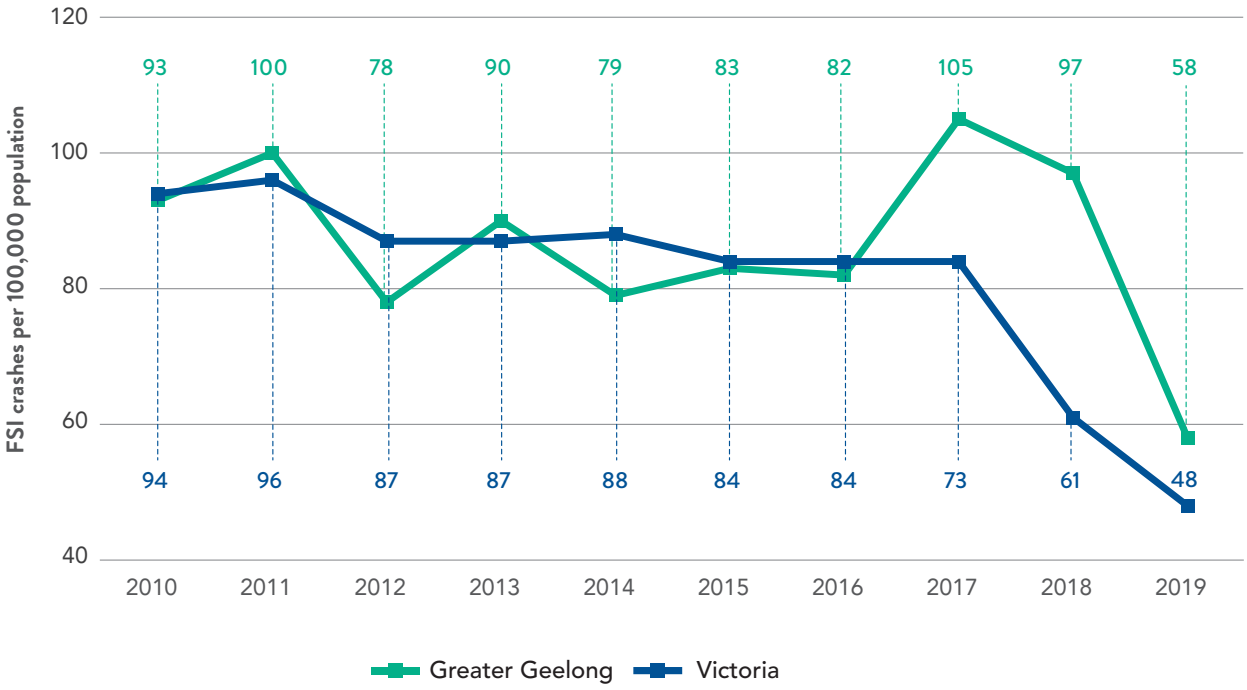


Figure 3 – Greater Geelong and Victoria fatal and serious injury crashes per 100,000 population (2010–2019)

COMPARISON WITH OTHER REGIONAL CITIES

Greater Geelong's fatal and serious injury crash rate does not compare favourably with the regional cities of Bendigo and Ballarat:

Greater Geelong	Bendigo	Ballarat
86 crashes*	77 crashes*	61 crashes*

*per 100,000 population on average

Fatal and Serious Injury Crashes per 100,000 population - Bendigo, Ballarat and Geelong (2010-2019)

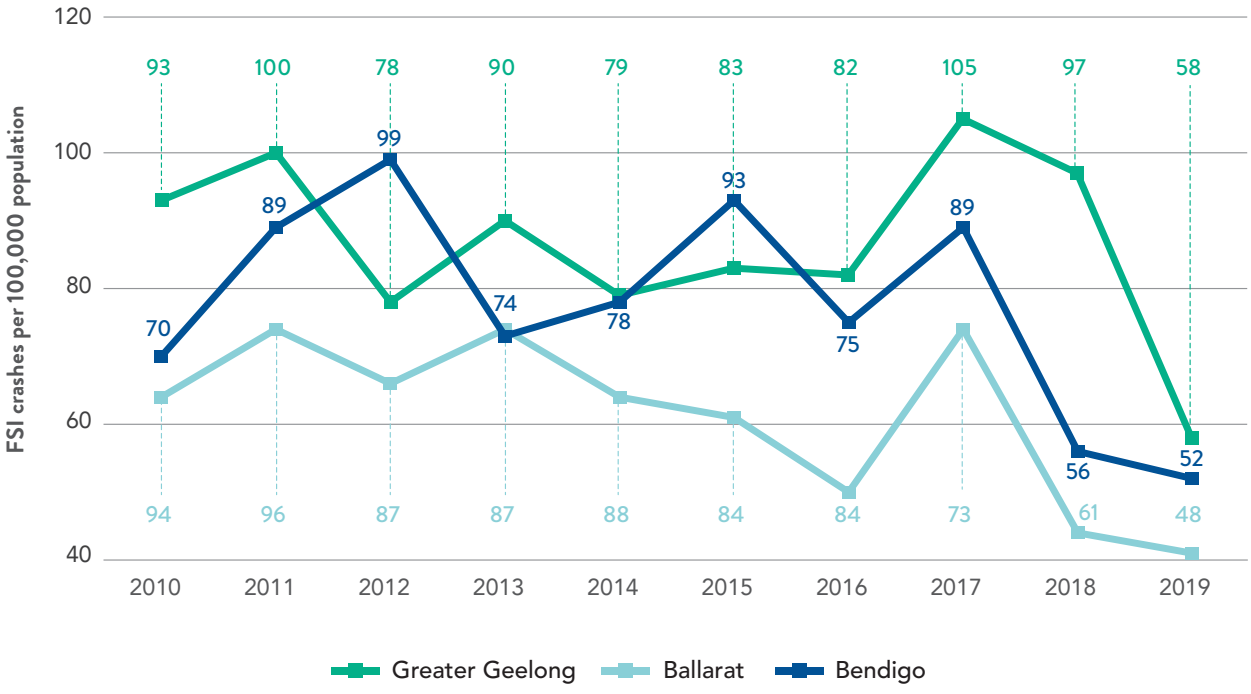


Figure 4 – Fatal and serious injury crashes per 100,000 population – Regional city comparison

CRASH DATA – TREND

We analysed detailed crash data for the five-year period between 2015 and 2019 (the latest year for which a complete data set is available). Over this five-year period, there were 1005 serious injury crashes and 37 fatal crashes, which resulted in 1073 serious injuries and 40 fatalities on our roads.

Fatal and Serious Injury Crashes - Trend

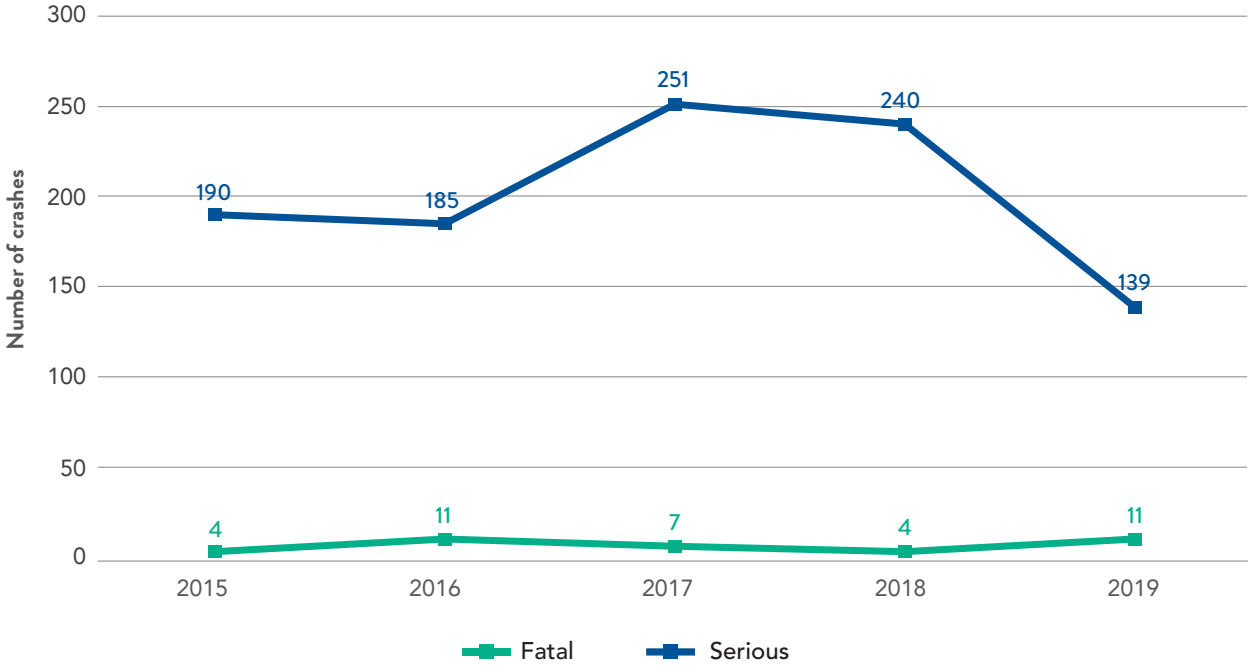


Figure 5 – Fatal and serious injury crash trend 2015–2019

Headline figures for fatal and serious injuries for 2021 show that seven lives were lost on Greater Geelong roads, and there were about 200 serious injuries.

WHERE ARE CRASHES HAPPENING?

Fatal and serious injury crashes are most likely to happen in locations with the following characteristics:

1. Areas where there are high volumes of traffic and vehicles are able to cross paths – for example, arterial roads and local intersections.
2. Areas where there is significant movement of motor vehicles in close proximity to pedestrians and cyclists – for example, local roads (speed limits up to 50 km/h). These crashes are more dispersed.

Figure 6 shows City of Greater Geelong crash hotspots. It shows a concentration of fatal and serious injury crashes in Geelong CBD, along the A10 between Corio and Belmont, and along the A300/B110 between Bell Post Hill and Leopold.

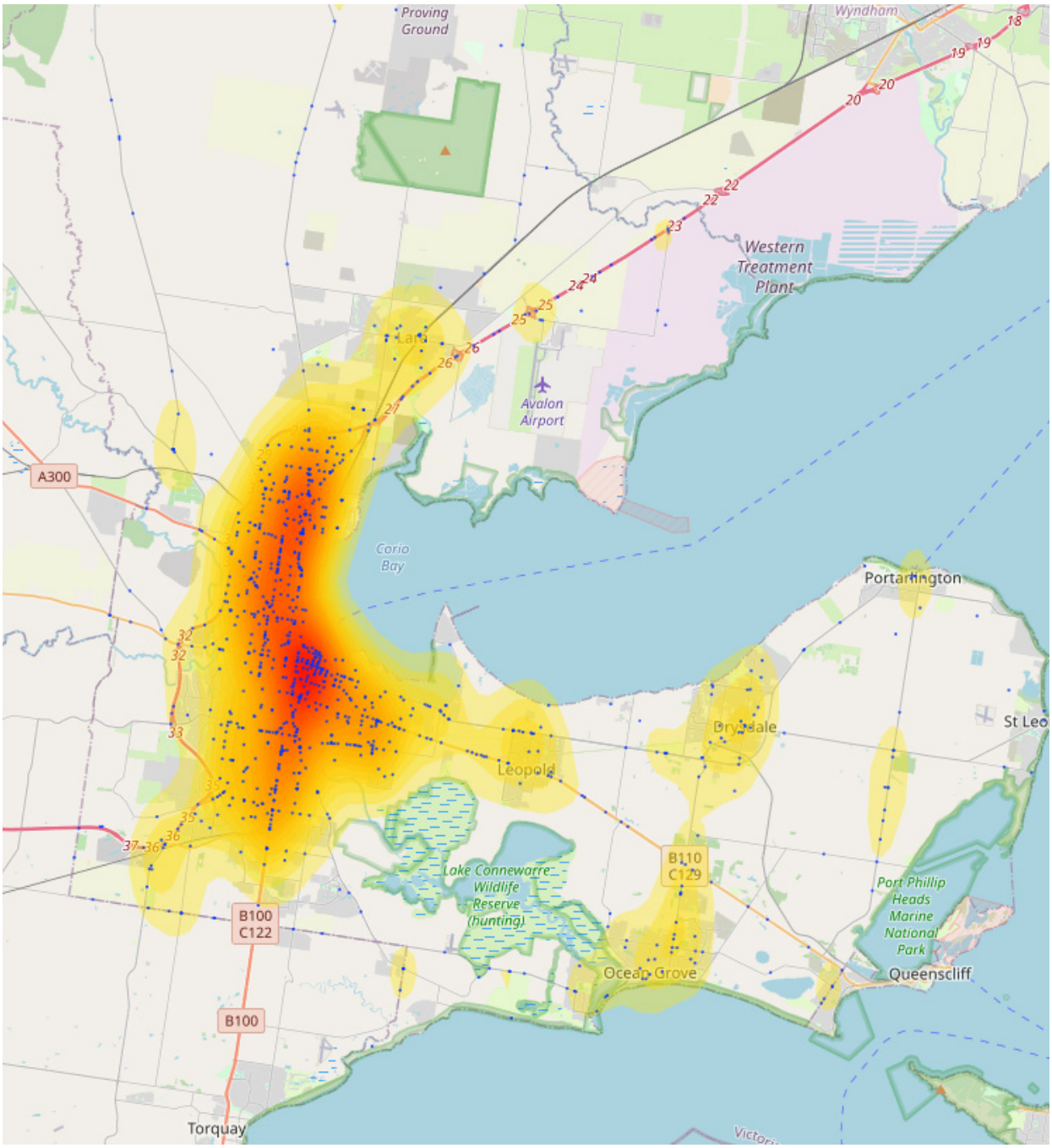


Figure 6: Heat map showing fatal and serious injury crash hotspots in the City of Greater Geelong

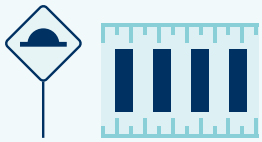
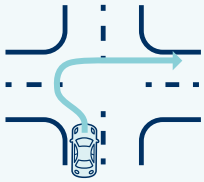
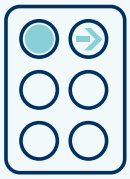
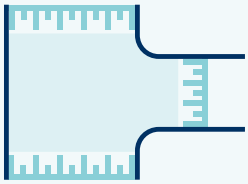
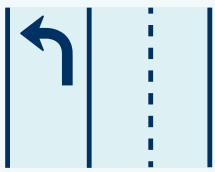
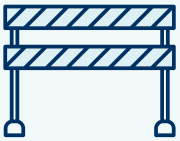
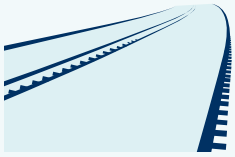
Forty per cent of fatal and serious injury crashes happen on local roads, while 60 per cent happen on arterial roads. The heat map helps us identify high-risk crash locations so we can focus our attention on areas where there is likely to be the most benefit.

A full breakdown of crash data is available in the *Vision Zero Background Data Report*. A breakdown of fatal and serious injury crashes in Greater Geelong is summarised in Table 1.

Table 1: Overview of fatal and serious injury crashes in Greater Geelong

ROAD USER	LOCAL ROADS	ARTERIAL ROADS	MOST COMMON TYPE	HOTSPOTS	COMMENTS
Pedestrians	65	53	Generally being struck when crossing the road, or crossing driveways. Approximately 60 per cent are mid-block – between intersections.	Roads with high pedestrian activity, such as Central Geelong.	Although pedestrian crashes occur more often on roads with lower speed limits, vehicle speeds are still high enough to cause significant trauma when a crash does happen.
Cyclists	52	36	Cyclist are most at risk when using intersections and making right turns.	Central Geelong, Corio, Belmont/Highton, Grovedale/Marshall and Whittington	
Motorcyclists	55	62	Right-turn crashes (both head-on and side impacts) are relatively frequent, split fairly evenly between intersections and mid-block. Loss of control on a straight carriageway is also relatively frequent.	Central Geelong and along a north-south corridor from Corio to South Geelong, via Drumcondra.	
Cars (private vehicles)	384	557	Rear-end crashes – especially on arterial roads. Cross traffic at intersections and right-turn crashes are also relatively frequent, with a fairly even spread across other crash types. There is an even split between intersection and mid-block crashes.	Central Geelong and the corridor running north-south from Corio to Grovedale. There is also a hotspot in Whittington.	Most of the crashes are on roads with 60 km/h or above because drivers are more likely to lose control at higher speeds and the crashes are likely to be more severe.
Heavy vehicles	**19**	51	Cross-traffic crashes at intersections. Nearly 70 per cent of crashes occurred at intersections.		A little over 70 per cent of heavy vehicle crashes occurred on arterial roads, with hotspots between Geelong and Corio.

There are many Safe System treatments that can be used to address different crash types. Typical treatments for the prominent crash types in Greater Geelong are shown below. These treatments are just a part of our more holistic approach to road safety, which is described more fully in the Our Strategy and Action Plan section.

CATEGORY	PROMINENT CRASH TYPES	INTERVENTION 1	INTERVENTION 2
Pedestrians	Pedestrian struck whilst crossing the road (52 per cent of pedestrian fatal and serious injury crashes).	 Wombat crossings	Pedestrian refuge islands
Cyclists	Using intersections and right turns (48 per cent of cycle fatal and serious injury crashes).	Protected intersection	 Hook turns
Motorcyclists	Run off road (65 per cent) and right turn crashes (65 per cent and 19 per cent of fatal and serious injury crashes respectively).	 Fully controlled right turn	Safe speed limits
Intersection	Travelling through, or turning at, intersections (23 per cent of private vehicle and nearly 34 per cent of heavy vehicle fatal and serious injury crashes).	 Raised intersection	Roundabout
Mid-block	Rear-end crashes, mainly arterial. (18 per cent of vehicle fatal and serious injury crashes on arterial roads).	 Turning lane	Skid resistant (anti-skid) surfacing
Run-off road	Run-off road crashes are evenly split between arterial and local roads (20 per cent on both).	 Safety barriers	 Audio tactile line markings

OUR STRATEGY AND ACTION PLAN

OUR STRATEGIC APPROACH

As Figure 7 shows, the first step in adopting a contemporary Vision Zero planning approach is to establish a vision that will guide us toward a future free of road injuries and death, transforming our city transport system to incorporate evolved road users, vehicles, roads and travel speeds. As we design the blueprint for our future city, we are analysing the existing system and its performance to find areas that do not fit with our vision.

Having a good understanding of the current system – its risks and weaknesses, how its being managed, and its alignment with our vision – is central to the development of strategic actions. Identifying where the gaps are between our current and desired future state shows us where we've got work to do. If we identify gaps without proven solutions, we know we need to innovate, adjust or reorientate our approach to find new ways to prevent road trauma.

This will be an ongoing work. We continually monitor the road safety performance of our roads and check if our blueprint is still appropriate, or if we need to adjust our actions.

Figure 7: Strategic approach to Road Safety – Vison Zero planning

OUR ACTION THEMES

Based on our research, analysis, consultations, and application of best practice in road safety management, we have identified the following themes to guide our road safety response over the next 5 years:

1. Leadership and Best Practice - We are committed to Vision Zero and the Safe System Approach and we will act as an exemplar for road safety.

2. Working Together - We will work with our Road Safety Partners and the local community to shape the future of road safety together.

3. Safe System Approach - We apply the globally recognised Safe System approach, which addresses the four main factors that contribute to a crash:

- Safe roads and paths
- Safe Speeds
- Safe People
- Safe Vehicles

4. Active and Public Transport - We will reduce risks for active transport users, recognising how important this is for a healthy and sustainable community.

We have shaped an ambitious action plan around these themes.

Pictured: Monier Way Shared Path provides an off-road link between the Barwon River, Fyansford and surrounding suburbs.

ACTION PLAN

1. LEADERSHIP AND BEST PRACTICE

We will integrate Vision Zero and the Safe System approach into our way of working, and encourage others to do the same. We will also build our capability to deliver road safety improvements based on sound evidence, the latest ideas and technologies, and careful prioritisation.

NO.	AIM	ACTIONS/TASKS	MEASURE	TARGET	PARTNERS	TIMEFRAME
1	**Develop a Vision Zero Plan**	Develop a process for identifying gaps between the current state of the transport system and Vision Zero (with no trauma)	Document and trial the process	Formal process established	Dept of Transport, Victoria Police	Years 1–2
2	**Implement Vision Zero Plan**	Use the plan to identify top priority safety interventions	Implementation of interventions	One intervention each year	Dept of Transport, Victoria Police	Year 3 onwards
3	**Improve organisational understanding of road safety**	Include regular Safe System messages in internal communications, and integrate Safe System messages into other relevant and appropriate communications	Publish internal communication articles	Two articles per year		Yearly
4	**Champion new road safety technology**	Establish an annual technology review with regional partners to proactively identify and consider new transport-related technologies, and develop guidance to promote its use	Annual review completed	Identify technologies to promote	Dept of Transport, Victoria Police, G21 councils	Yearly
5	**Review and update our approach to promoting safe cycling**	Develop a new Greater Geelong Cycling Strategy	Strategy document published on website	Strategy endorsed	Dept of Transport	Year 3 onwards
6	**Improve safety on road network**	Maintain local roads and roadsides, in line with Making Roads Motorcycle Friendly Guidelines	Maintenance depots and contractors are aware of guidelines	Maintenance staff and contractors provided guidelines	Dept of Transport	Life of plan

7	**Provide professional development opportunities in road safety.**	Road safety themed professional development session	1 x session delivered	20 professionals trained	Yearly
8	**Safe driving policy for employees.**	Review current safe driving policy and update in line with Safe System principles	Policy updated and communicated to employees		Year 2
9	**Utilise a safe vehicle fleet.**	Review and update our vehicle fleet policy to incorporate requirements for minimum ANCAP ratings, latest vehicle safety technologies and establish a maximum vehicle and fleet age	Integrate updates into vehicle fleet policy	5-star ANCAP rating for all fleet vehicles	Year 1–5

Pictured: Over half of fatal and serious injury pedestrian crashes occur when pedestrians are crossing the road

2. WORKING TOGETHER

Creating a safe road network is everyone's responsibility. To achieve what we could not alone, we will work closely with road safety partners, including the Department of Transport, TAC, Victoria Police and our local health services. We will also work with our community to help shape road safety in a way that fits the local context.

NO.	AIM	ACTIONS/TASKS	MEASURE	TARGET	PARTNERS	TIMEFRAME
1	**Maintain cross-government organisational collaboration on road safety**	Hold liaison meetings with the Department of Transport, VicTrack, bus operators, Public Transport Victoria, bordering councils and Victoria Police	Number of meetings held, follow-up on agreements and outcomes	Quarterly meeting forum		Life of the plan
2	**Maintain cross-government organisation collaboration on road safety**	Work in collaboration with road safety partners to support the communication of key road safety messages relevant to the local community	Number of messages delivered from road safety partners			Life of the plan
3	**Engage the community on road safety projects and initiatives**	Engage early on all major road safety projects and initiatives.	Public participation in accordance with IAP2	Ensure engagement on all major road safety projects and initiatives		Life of the plan
4	**Increase resource commitments to road safety**	Develop a list of funding sources and register to online mailing lists for the TAC Grants Program, Department of Transport, Community Road Safety Grants, and Federal Government Grants Proactively seek funding and grants for road safety	Number of applications per year	Submit two applications each year		Life of the plan

3. SAFE SYSTEM APPROACH

We will apply the four elements of the Safe System approach in our practice – safe roads, safe speeds, safe people and safe vehicles.

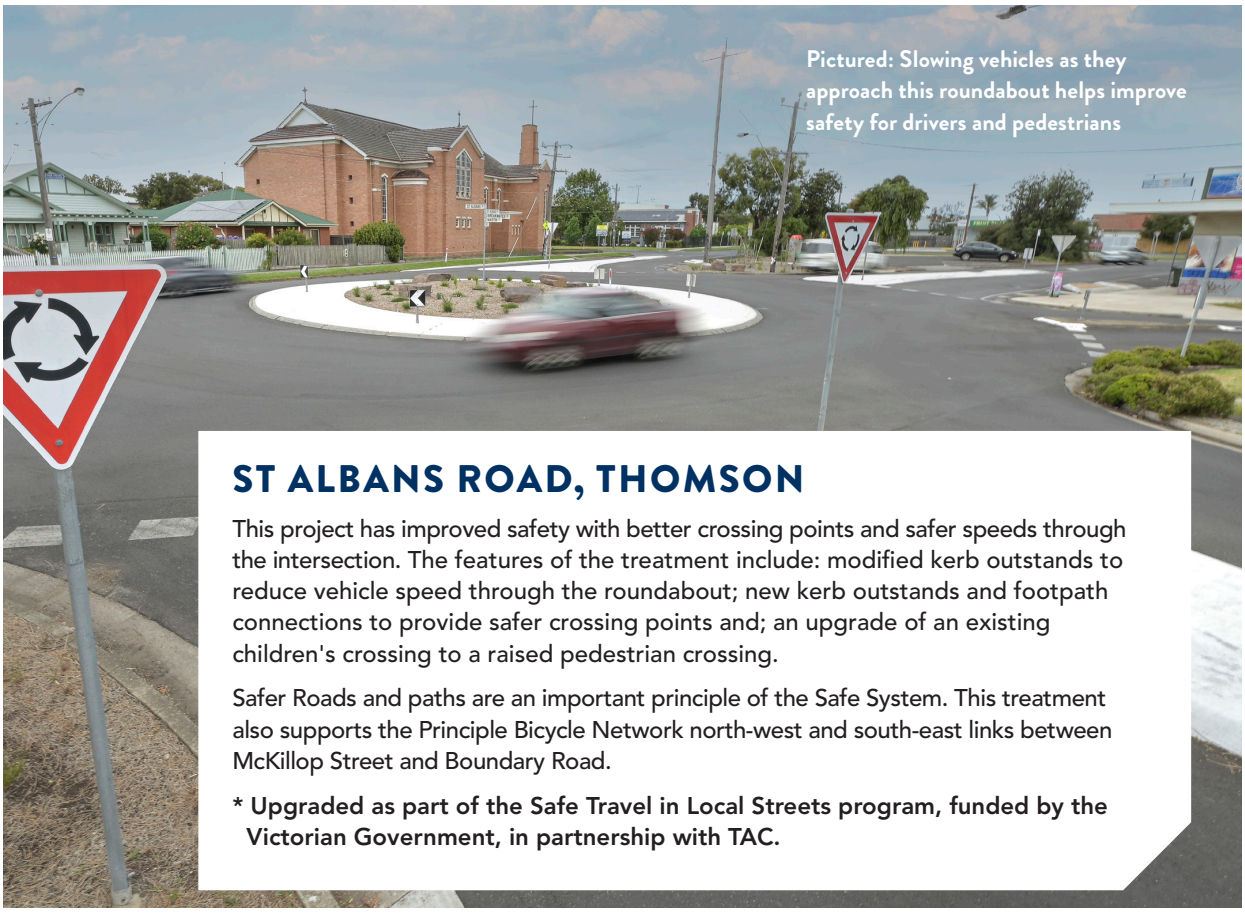
3.1 SAFE ROADS AND PATHS

Our roads and streets should be designed, built and maintained so that the risk of a crash is minimised and the severity of crashes are reduced.

NO.	AIM	ACTIONS/TASKS	MEASURE	TARGET	PARTNERS	TIMEFRAME
1	**Improve proactive identification of road safety issues**	Develop a program of Local Area Traffic Management Plans for precincts to proactively review and address identified road safety issues	Delivery of plans	Complete plans	Dept of Transport	Yearly
2	**Improve safety for all road users through infrastructure improvements**	Review crash data and associated maps to identify areas with high crash numbers Identify the most common crash types within each area Introduce road safety counter measures to target the identified common crash types	Reduction in fatal and serious injury crashes for each road user group		Dept of Transport	Yearly
3	**Address intersection crashes**	Develop a prioritised list of intersections requiring safety improvements Identify safety treatments and develop a program of improvements, with possibilities including: improving safety for pedestrians crossing, reducing the number of conflict points, requesting installation of safety cameras	Number of intersections treated	Ensure engagement on all major road safety projects and initiatives	Dept of Transport	Yearly

3.2 SAFE ROADS CONT.

NO.	AIM	ACTIONS/TASKS	MEASURE	TARGET	PARTNERS	TIMEFRAME
4	**Increase safety at Black Spot Sites or Black Spot areas**	Review crash data and associated maps to identify areas with high fatality or serious injury crashes Assess treatment required for each black spot Submit application for funding to improve black spot safety.	Number of black spot sites removed over time	Two sites	Dept of Transport	Yearly
5	**Improve parking safety for Disabled Parking spaces**	Undertake a rolling review of safety and accessibility of Disabled parking spaces Conduct a program of upgrades	Upgrade 2 Disabled Parking spaces each year	Two parking spaces	Dept of Transport	



Pictured: Slowing vehicles as they approach this roundabout helps improve safety for drivers and pedestrians

ST ALBANS ROAD, THOMSON

This project has improved safety with better crossing points and safer speeds through the intersection. The features of the treatment include: modified kerb outstands to reduce vehicle speed through the roundabout; new kerb outstands and footpath connections to provide safer crossing points and; an upgrade of an existing children's crossing to a raised pedestrian crossing.

Safer Roads and paths are an important principle of the Safe System. This treatment also supports the Principle Bicycle Network north-west and south-east links between McKillop Street and Boundary Road.

*** Upgraded as part of the Safe Travel in Local Streets program, funded by the Victorian Government, in partnership with TAC.**

3.2 SAFE SPEEDS

Our roads should have appropriate speed limits and road users should travel at speeds that are safe for the road conditions, so that the chances and consequences of a crash are reduced.

NO.	AIM	ACTIONS/TASKS	MEASURE	TARGET	PARTNERS	TIMEFRAME
1	**Safe and consistent speed limits in Greater Geelong**	Work with Department of Transport to develop a speed limit strategy for all roads (local and arterial) in Greater Geelong	Develop strategy	Strategy completed	Dept of Transport	Years 1–3
2	**Improve safety on road network**	Advocate for reducing default 100 km/h speed limit on unsealed roads to 80 km/h	Advocacy letter developed and sent to Victorian Government	Completion	Dept of Transport	Year 3
3	**Increase safety for vulnerable road users around schools**	Trial school zone safety treatments	Trial 30 km/h school zones and pavement marking project	Evaluation of project	Schools, Dept of Transport	Life of plan
4	**Increase safety in residential areas**	Implement area-wide 40 km/h zones in residential areas where studies and/or community feedback show that speed is a safety issue	Undertake study and speed limit review and implement findings	Review and actions completed	Dept of Transport, Victoria Police	Years 1–2
5	**Improve community understanding and acceptance of safe speeds**	Provide community information about the relationship between speed, safety and liveability, as per the *Advocate the Movement and Place* framework	Number of messages and mediums of delivery	Leading up to peak accident months, such as holiday seasons		Life of plan

3.3 SAFE PEOPLE

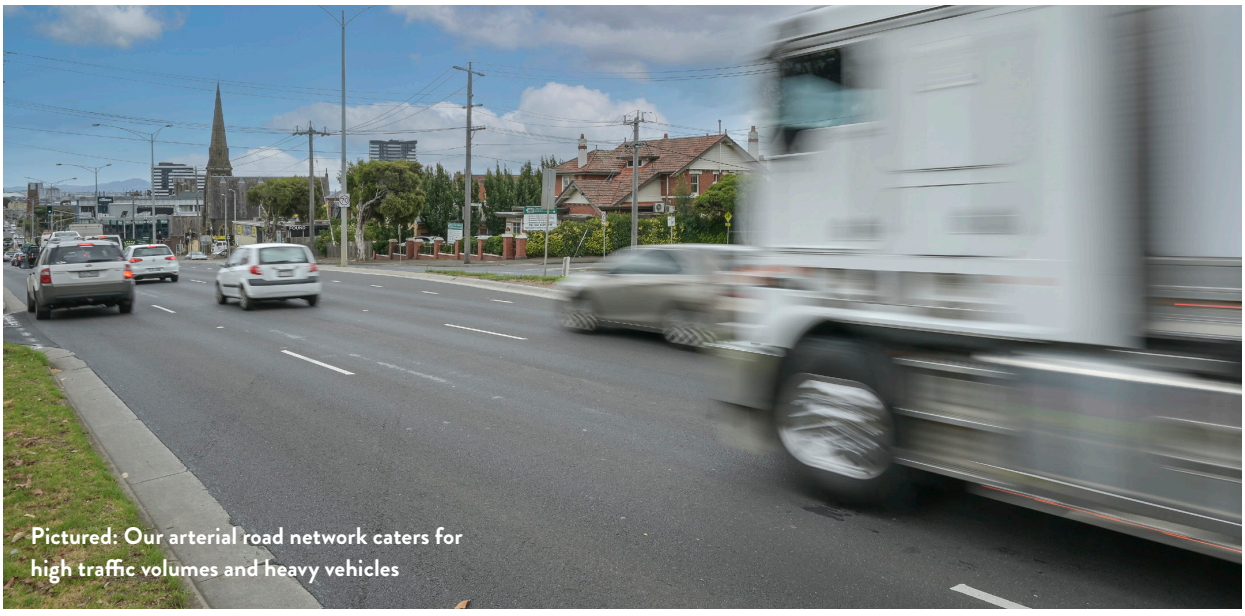
We will encourage our community to exercise care, attention and awareness of others when using our roads.

NO.	AIM	ACTIONS/TASKS	MEASURE	TARGET	PARTNERS	TIMEFRAME
1	**Improve awareness of road safety issues in schools.**	Review road safety information and develop key messages for school communities	Updates as required	Key messaging sent to schools for newsletters		Life of plan
2	**Improve road safety during peak holiday periods**	Trial road safety treatments that target safety issues arising from seasonal visits	Implement and evaluate trial	Identify effective measures for future deployment	Dept of Transport, Victoria Police, Victorian Government, tourism industry	Years 1-3
3	**Support Safer Young Drivers**	Support TAC-funded L2P Program, and steering committee meetings Support successful education programs and look to expand where possible	Promote and support: Looking After Our Mates (schools and sporting clubs), Fit2Drive (schools – Year 11), Road Smart (Department of Transport). Raise awareness that 'Driving is not a game' through social media		Dept of Transport, TAC, driving schools	Life of plan

3.4 SAFE VEHICLES

We will publicly support modern vehicles that include features that improve the safety of drivers, passengers and other people.

NO.	AIM	ACTIONS/TASKS	MEASURE	TARGET	PARTNERS	TIMEFRAME
1	**Improve safety of infant / young child vehicle passengers**	Make information available via our communication channels and fund up to 200 child restraint fitting checks	Updates as required, plus number of checks completed	Increase monthly users of road safety web page by 2 per cent per year and provide 200 restraint checks per year		Life of plan
2	**Improve awareness of new vehicle technologies**	Make information available via our communication channels, including our website and Community Update	New web pages and links to other sites established	New web pages created		Life of plan
3	**Improve safety of freight movement**	Advocate to the Victorian Government and Victorian Transport Association for safer and cleaner trucks. Promote VicRoads Heavy Vehicle Rollover Prevention Program			Dept of Transport, Victorian Transport Association	Life of plan



Pictured: Our arterial road network caters for high traffic volumes and heavy vehicles

4. ACTIVE AND PUBLIC TRANSPORT

As pedestrians and cyclists are particularly vulnerable on our roads, we will actively seek to reduce the risks for this group of road users. By doing so, we hope to encourage people to adopt healthier and more sustainable transport habits that will benefit the whole community.

Our strategy will focus on:

- addressing high risks for pedestrians and cyclists, which will cover locations of high-pedestrian activity
- making crossing the road safer for pedestrians and cyclists
- implementing speed limits that are appropriate to the operating environment.

NO.	AIM	ACTIONS/TASKS	MEASURE	TARGET	PARTNERS	TIMEFRAME
1	**Safe journeys to school**	Undertake safe access audits and/or road safety investigations to identify road safety issues and implement improvements Apply for Safe Travel to School grants	Complete at least one audit each year	Implement audit findings		Yearly
2	**Improve walking/ cycling crossing facilities**	Deliver walking/cycling crossing facilities in high risk/priority areas including areas of high pedestrian use, schools, activity centres and public transport locations	Number of new walking/ cycling crossing facilities constructed	2 sites per year		Yearly
3	**Improve pedestrian crossing facilities at roundabouts**	Deliver raised priority pedestrian crossings at high-risk roundabouts	Seek grant funding and install	1 site per year	TAC	Yearly
4	**Improve cycling crash accident data identification**	Review and identify key sources	Establish sources and formats	Annual collation, review and publishing	TAC, Victoria Police, Dept of Transport, Regional Roads Victoria, Geelong hospitals	Life of plan

5	**Separate cyclists from traffic**	Work with existing cycling advisory group to identify a prioritised list routes for separating cyclists from vehicular traffic	Create priority list and implement trial(s)	Trial(s) completed and evaluated		Year 3
6	**Improve bike lane/shoulder maintenance on Principal Bicycle Network roads**	Ensure existing shoulders are cleared and swept in cyclist envelope Where there is no kerb or channel, road edges to be profiled to remove rainwater	Designate responsibility and accountability for action Incorporate bike lanes/ shoulders in the City's 'Report a problem' app	Calendar of cyclist specific maintenance schedules Maintenance department awareness of City roads	Dept of Transport	Life of the plan
7	**Reduce risk of car dooring along strategically identified bike routes**	Review road widths along strategically identified bike routes for suitability	Car door buffer zones implemented	Review completed		Year 3
8	**Improve active transport links to schools**	Work with schools to review active transport routes to schools	Active transport maps for participating schools	All participating schools		Yearly
9	**Improve student bike riding skills**	Provide fully funded training opportunities for Bike Education Facilitators	20 Bike Education facilitators trained	1 Bike Education session per year, per participating school		Yearly for the life of the plan
10	**Awareness and behavioural change messaging for cyclists**	Increase awareness of cycle helmet laws and make cyclists aware of high-risk locations on the road network	Behavioural change	Information published and awareness levels surveyed	Dept of Transport / Regional Roads Victoria	

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ENGAGEMENT SUMMARY – STAGE ONE

CITY OF GREATER GEELONG

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Prepared for the City of Greater Geelong by:

The engagement process

As well as reviewing crash data to inform this plan, we also asked road users in the community, as well as road safety experts, for their views.

This information we learnt through this process supplements the engineering data and gives us an insight into road safety issues that matter to the community.

HOW WE ENGAGED

We conducted the following engagement activity to inform this plan:

- online public survey (275 respondents)
- held five public community consultations
- held a stakeholder workshop with key road safety partners.

We also collected feedback as part of regular forums with interest groups, through our website and via other communication channels.

WHAT WE HEARD

Following is a summary of the key themes that came out of the consultation process.

Community Road Users

The majority of concerns expressed by community road users were related to driver behaviour.

There were also significant concerns about the adequacy of road infrastructure, bearing in mind growing traffic volumes, and the need for better maintenance.

Lack of cycling facilities could be improved by separating bikes from vehicular traffic where possible and people would like to see heavy vehicles bypass the CBD

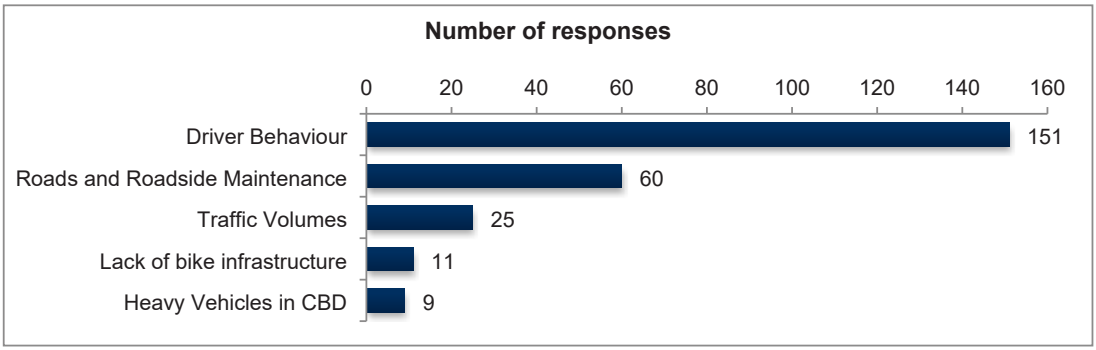

Figure 1: Key themes from community road users

Vehicle drivers

Road maintenance is the top concern and people would like to see infrastructure kept in better condition. Safe driving behaviour is also major concern, which is why more enforcement, education and an improvement in driving culture are amongst the top suggestions for improvement. Related to this is the need to avoid distraction, especially from mobile phones. A reduced default speed limit on local roads would improve safety and amenity for vulnerable users.

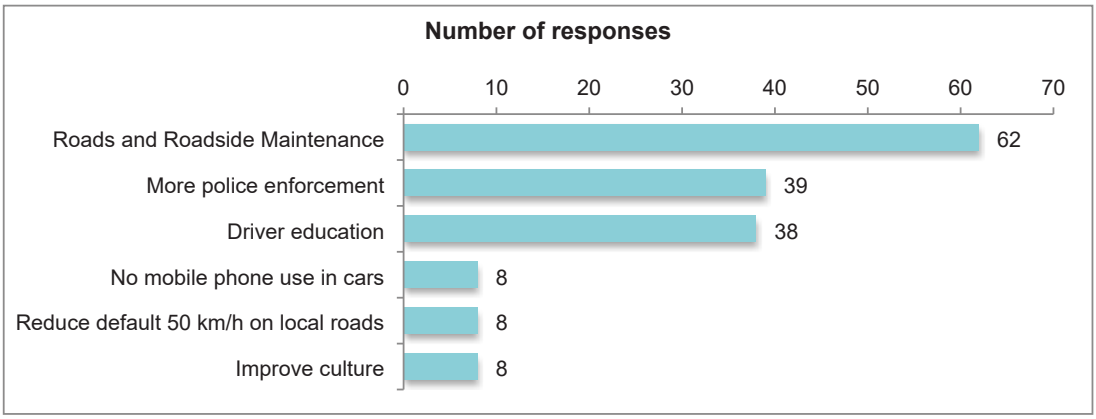

Figure 21: Key themes from vehicle drivers

Pedestrians

The primary road safety issue for pedestrians is a lack of facilities: notably footpaths, lighting and crossings. There is a need to complete, upgrade and maintain footpath connections. Pedestrians are also concerned about poor driver behaviour which is why education, enforcement and traffic calming are amongst the top suggestions for improvement.

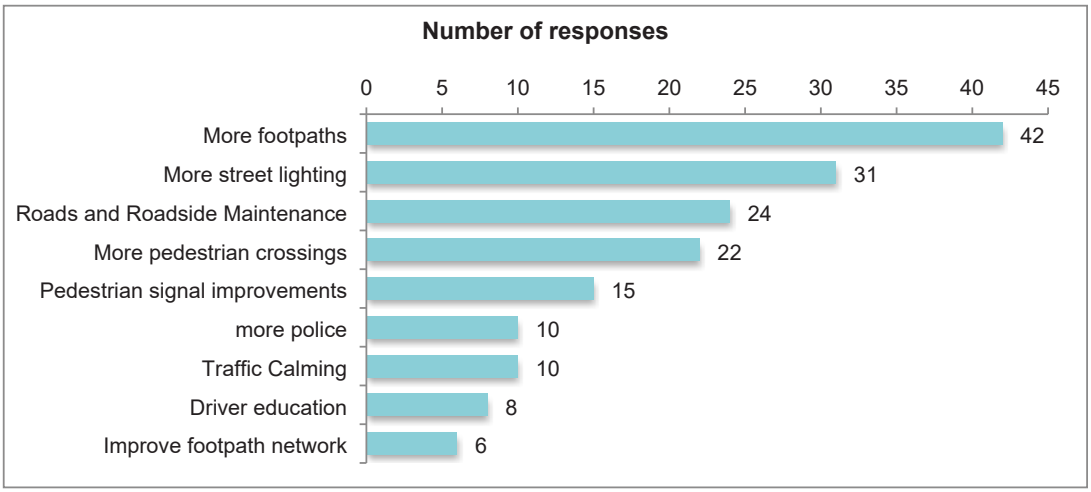

Figure 3: Key themes from pedestrians

Cyclists

There is a desire for more dedicated cycling facilities including separated bike paths, bike lanes, and wider bike lanes. These facilities need to be better connected, especially along key cycle routes, and well maintained. Cyclists are wary of unsafe driver behaviour, which is why driver education is also a concern.

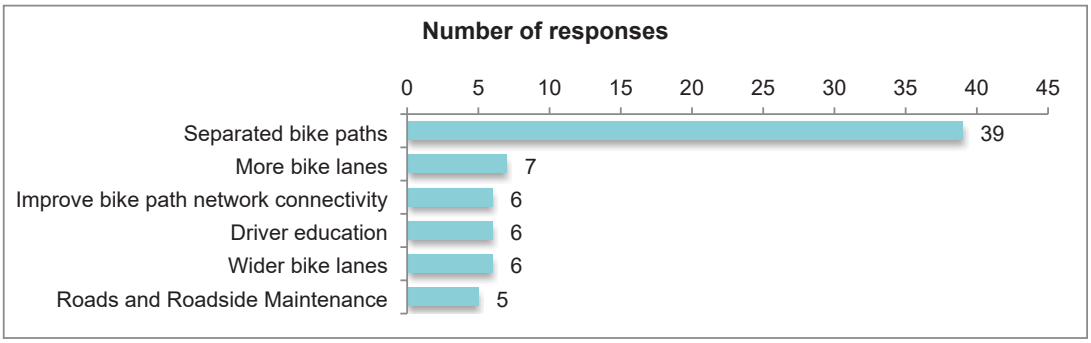

Figure 4: Key themes from cyclists

Motorcyclists

Motorcyclists would like drivers to be more aware of motorcycles and drive with greater care and attention. Road maintenance is also a concern, as is the perception of excessive use of road signs. Survey respondents also noted that large vehicles block sight lines and reduce a rider's ability to spot hazards and be seen by other drivers.

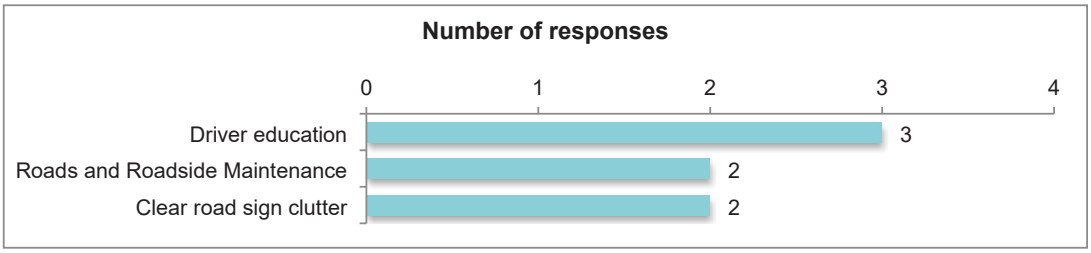

Figure 5: Key themes from motorcyclists

Truck drivers

Truck drivers identified road maintenance and driver behaviour as concerns. With regards to the latter, some drivers/riders of other vehicles seem to be unaware of safe truck stopping distances. Driver distraction was also identified, particularly due to mobile phone use.

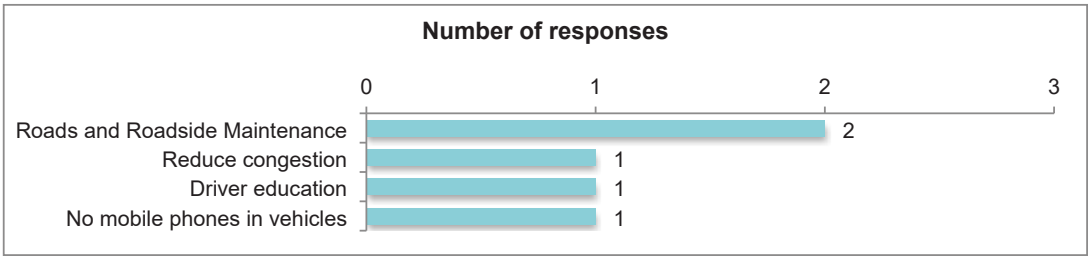

Figure 6: Key themes from truck drivers

Public transport users

Feedback on public transport was limited to about a dozen responses, which suggests that it is not a major concern in terms of road safety. Instead people are more sensitive to personal safety issues and would like more staff and/or police, backed up by CCTV surveillance. Generally, people wanted to see more frequent and reliable services and an increase in capacity for train services.

Stakeholder feedback

We consulted with a range of experts and stakeholders to identify issues and potential solutions as part of the engagement process, including:

- Safe System Solutions (prepared this report on our behalf)
- Surf Coast Shire
- Golden Plains Shire
- Regional Roads Victoria
- Department of Transport
- TAC
- Victoria Police
- Fit 2 Drive
- Barwon Community Health
- Geelong Local Safety Committee
- Road Trauma Support Services and
- Road Trauma Families Victoria.

Discussions with the community and key stakeholders explored ideas for how trauma could be reduced on our roads. Here is a summary of the top talking points.

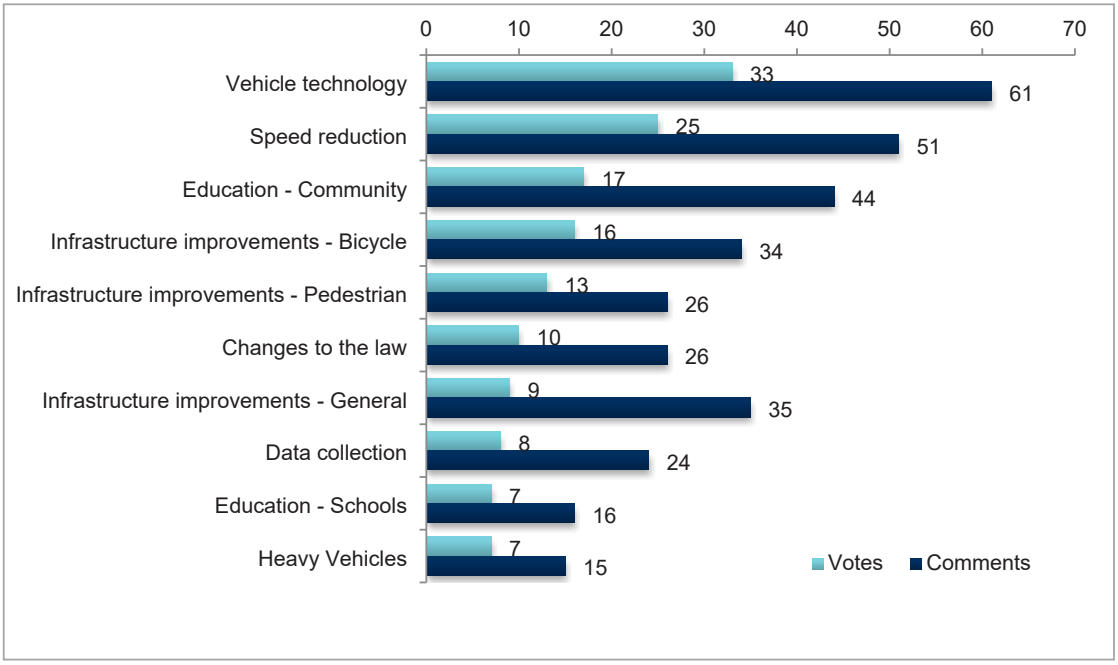

Figure 7: Community ideas to reduce Greater Geelong road toll

1. **Vehicle technology** – Intelligent vehicle technologies can assist in preventing crashes or protecting you in the event of a crash. For example, technology can help to manage speeds and lane discipline, detect intoxication and driver fatigue and in the future

2. **Speed reduction** – Lower speeds reduce the likelihood and severity of crashes. Speed limit reviews on local and arterial roads and in targeted areas such as the CBD, around schools and in areas of high pedestrian activity could help to protect vulnerable users and improve the amenity of activity centres.

3. **Education** – Driver behaviour has consistently been identified by the community as a concern. Good education campaigns can help to improve knowledge and awareness of road rules and other road users. Topics noted in discussions included: good journey planning; understanding road rules; knowledge of high-risk locations; safety gear conspicuity for riders of bikes and motorcycles; and a culture of sharing the road.

4. **Bicycle infrastructure improvements** – Construction of new and maintenance of existing bicycle infrastructure in Geelong will improve safety and encourage more cycling. Improvements could include separated bike paths, on road bike lanes, protection at intersections, bike parking and improving connectivity.

5. **Pedestrian infrastructure improvements** – Construction of new and maintenance of existing pedestrian infrastructure will improve safety and encourage more walking. The community wants more, and safer, pedestrian crossings points based on pedestrian desire lines and around activity centres and bus stops.

6. **General Infrastructure improvements** – Construction of new and maintenance of existing infrastructure could include flexible crash barriers, traffic lights, safer intersections, improving infrastructure in subdivision and growth areas, audio tactile line marking, improving the condition of roads, and duplication of existing arterial roads.

7. **Changes to the law** – Some of the ideas for changes to the law included: mandatory roadworthy vehicle checks, increasing the drinking age, reducing the 0.05 BAC limit, mandatory license review for older adults, reviewing motorcycle laws, reviewing maximum age of vehicle on our roads, reducing maximum speed of new vehicles and improving learner driver education.

8. **Data collection** – Collection, analysis and sharing of road crash data amongst road safety engineers and road safety partners helps to deliver improvements based on sound evidence. Communicating relevant information in the form of compelling messages to road users can help to improve road users behaviour and foster a culture of shared responsibility.

9. **Education in schools** – Road safety education is an essential to promote safe use of our roads. Early education programs can be very effective, including all levels of schooling; pedestrian and bike rider safety, learner driver safety, vehicle passenger safety and probationary driver safety.

10. **Heavy Vehicles** – Many road users would like to see separation between heavy vehicles and other traffic. This could include removing heavy vehicles from the CBD, heavy vehicle bans in Geelong on weekends, a Geelong bypass, left lane only travel for heavy vehicles, and moving freight to trains. Other safety measures could include side curtains on all heavy vehicles and refresher driver training.

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GREATER GEELONG

VISION ZERO GEELONG: SAFE LOCAL STREETS 2022–27

ENGAGEMENT SUMMARY – STAGE TWO

CITY OF GREATER GEELONG

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The engagement process

We've presented our draft road safety strategy to the community and key stakeholders, to hear what changes we can make into our final strategy.

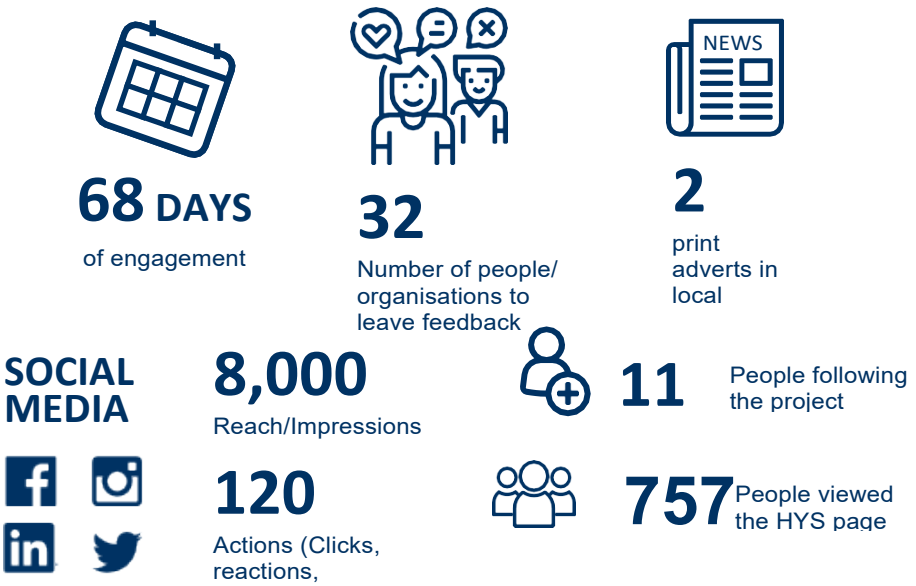
From November 2021 to January 2022, the City conducted community and stakeholder engagement on the draft Road Safety Strategy 2022-2027. We also ran several stakeholder meetings to hear feedback from key stakeholders and community groups. We received some valuable feedback that's helped shape our final strategy and action plan.

HOW WE ENGAGED

We conducted the following engagement activities to inform this strategy:

- online public survey
- held six stakeholder engagement meetings

We also collected feedback as part of regular forums with interest groups, through our website and via other communication channels.



WHAT WE HEARD

We generally heard feedback that our strategy aligns to the vision and objectives set out in the State Road Safety Strategy and includes some good actions to help us reach these targets. We also heard that some of our actions are 'Business As Usual', and how we can include some trials in the action plan to help our actions be more ambitious.

Following is a summary of the key themes that came out of the consultation process.

Community Road Users

The majority of concerns expressed by community road users were related to driver behaviour and lack of infrastructure. We also heard feedback that spread across four key themes. The Safe System Approach was heavily supported and stakeholders encouraged the City's ambitious actions that aligned with the State Road Safety targets.

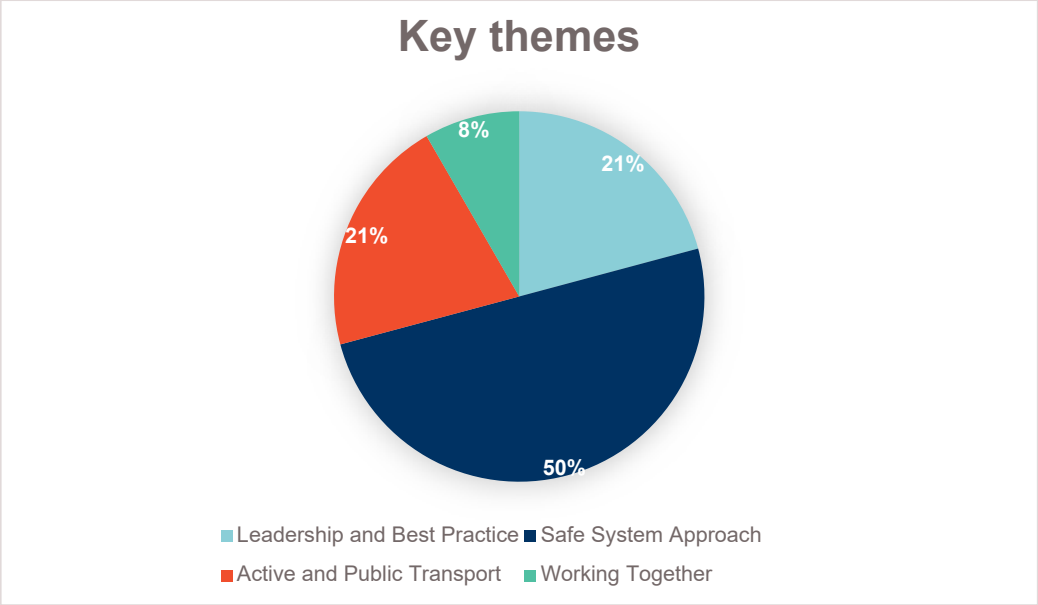


Figure 1: Key themes from online form

Stakeholder feedback

We consulted with a range of experts and stakeholders to identify issues and potential solutions as part of the engagement process, including:

- Safe System Solutions (prepared this report on our behalf)
- Regional Roads Victoria
- Department of Transport
- Transport Accident Commission (TAC)
- Victoria Police
- Barwon Community Health
- Road Safety Organisations

Stakeholders provided five key messages of feedback on the draft Strategy:

1. There are some crash data trends missing, particularly for pedestrian crash trends
2. There's an opportunity for the City to apply for behaviour change funding grants
3. There's an opportunity for the City to increase level of support for green fleet vehicles, and vehicles with higher level of safety performance
4. Consider how actions can have more of an impact in reducing road trauma.
5. Consider adding more cycle safety actions

WHAT WE'VE DONE

The feedback we heard has played a valuable role in shaping our final road safety strategy.

Based on the feedback, we've updated our strategy name to "Vision Zero: Safe Local Streets Geelong 2022-2027".

Some other the key updates include:

- Adding some more ambitious actions and 'key moves' to reflect the ambitious road safety targets
- Creating a separate data report, to include some more detailed supporting data around crash types and crash trends.
- Adding some high-level data, including heat maps, into the strategy.
- Putting some business cases into the strategy, of projects we've delivered and how they've played a key role in improving road safety for the community
- Adding a table to show an overview of the fatal and serious injury crashes in Geelong
- Adding a table of typical treatments that can be used for each of the crash types
- Addition of our strategic approach and how it aligns to the action plan

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VISION ZERO GEELONG: SAFE LOCAL STREETS 2022–27

DATA REPORT

CITY OF GREATER GEELONG

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Prepared for the City of Greater Geelong by:

Executive summary

The following report was prepared by Safe System Solutions for the City of Greater Geelong. As well as community and stakeholder engagement feedback, it includes an analysis of crash data for the Greater Geelong Local Government Area (LGA) covering the five-year period from January 2015 to December 2019.

The data contained within this report was used to inform the development of *Vision Zero Geelong – Safe Local Streets 2022–27*, the City's road safety strategy.

SUMMARY OF FATAL AND SERIOUS INJURY CRASHES:

There have been 1005 serious injury crashes and 37 fatal crashes resulting in 1073 serious injuries and 40 fatalities during the five-year period.

- There has been a slightly decreasing trend in Fatal and Serious Injury (FSI) crashes and injuries in the five-year period, while the fatal crashes and fatalities saw an increasing trend.
- About 37% (380) of the Fatal and Serious Injury (FSI) Crashes have occurred in 60 km/h zones followed by around 20% (202) crashes in 50 km/h zones.
- Of all the crashes, 60% (608) took place in arterial roads and 429 (40%) took place in local roads.
- Intersection (20%,122), run off-road (20%,122), rear-end (18%,107) are the most common FSI crash types in arterial roads.
- Intersection (22%, 95) run off-road (20%,90), right through (6%, 27) are the most common FSI crash types in local roads.
- The crashes were equally spread throughout the week, with highest between the hours of 15:00-17:00.
- The crashes were high (about 65%) during the day, 8% of crashes occurred at night where there were no streetlights.
- About 85% of crashes took place in dry conditions, and around 13% of crashes classified as occurring when road conditions were wet.
- Light Vehicles (91%, 946) accounted for a large portion of FSI crashes, followed by pedestrians at 12%.
- The distribution of crashes across age groups were concentrated towards the users over 30 years of age, with 40-49 (23%, 243) being the highest.
- There has been a total of 64 alcohol related crashes with decreasing trend during the five-year period.
- Of the crashes occurred, 56% of drivers and 89% of motorcyclists were male.

SUMMARY OF LIGHT VEHICLE DRIVER FSI

- There have been 915 serious injury crashes and 31 fatal crashes involving light vehicles during the five-year period.
- The majority of light vehicle crashes were in 60km/h speed zones (37%, 350), then 50km/h zones (19%, 180).
- About 59% (557) of the light vehicle crashes took place in the arterial roads and 41% (384) in local roads managed by the council.
- Intersection (23%, 215) is the most common crash type for light vehicles, similar to overall crashes. This is followed by high number of run off-road type crashes (20%,186).

SUMMARY OF MOTORCYCLE FSI

- There have been 114 serious injury crashes and 3 fatal crashes involving motorcycles during the five-year period.
- As with most road users, majority of the crashes occurred in 60km/h speed zones (44%, 51), followed by 50km/h zones (26%, 30)

- About 53% (62) of the motorcycle crashes took place in the arterial roads and 47% (55) in local roads managed by the council.
- The prominent crash type for motorcycles is run off-road (65%,75). This is followed by right-through type crashes at 19% (22).
- The motorcycle crashes were spread throughout the week, not indicative of any tourist/leisure activity concentration.

SUMMARY OF PEDESTRIAN FSI

- There have been 111 serious injury crashes and 10 fatal crashes involving pedestrians during the five-year period.
- As with most road users, majority of the crashes occurred in 60km/h speed zones (38%, 46), followed by 50km/h zones (32%, 39)
- About 44% (53) of the pedestrian crashes took place in the arterial roads and 54% (65) in local roads managed by the council. Around 2% (3) of the crash locations are not known.
- The prominent crash type for pedestrian injuries is near side, pedestrian hit by vehicle from the right (34%, 41). This is followed by far side, pedestrian hit by vehicle from the left (17%, 21).

SUMMARY OF BICYCLE FSI

- There have been 85 serious injury crashes and 3 fatal crashes involving cyclists during the five-year period.
- As with most road users, majority of the crashes occurred in 60km/h speed zones (42%, 37), followed by 50km/h zones (25%, 22)
- About 41% (36) of the cyclist crashes took place in the arterial roads and 59% (52) in local roads managed by the council.
- The prominent crash type for cyclist injuries is intersection type (34%, 30), followed by right through type crashes (14%, 12).

SUMMARY FOR HEAVY VEHICLE FSI

- There have been 63 serious injury crashes and 8 fatal crashes involving heavy vehicles during the five-year period.
- The majority of the crashes occurred in 60km/h speed zones (34%, 24), followed by 100km/h zones (20%, 14)
- About 72% (51) of the heavy vehicle crashes took place in the arterial roads and 27% (19) in local roads managed by the council.
- The prominent crash type for heavy vehicle crashes is intersection type (34%,24), followed by right through type crashes (11%, 8).

COMPARISON OF CRASHES WITH VICTORIA AND OTHER REGIONAL CITIES

- Greater Geelong council was compared with Bendigo and Ballarat councils, which were similar in population and land area.
- Broadly speaking, Greater Geelong council had higher number of crashes per 100,000 population with other comparable councils during the five-year period.
- Greater Geelong also had higher number of crashes than the Victorian average during the five-year period.

Fatal and serious injury crashes

Below are graphs relating to fatal and serious injuries in Greater Geelong

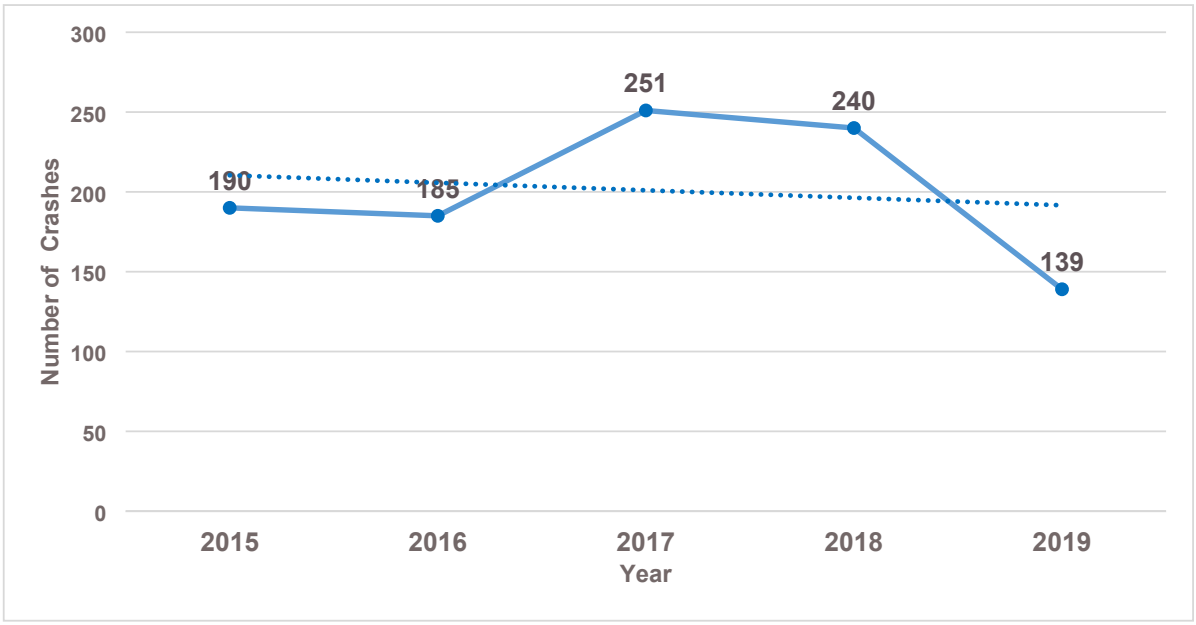

Figure 1: Serious injury crashes trend 2015–19

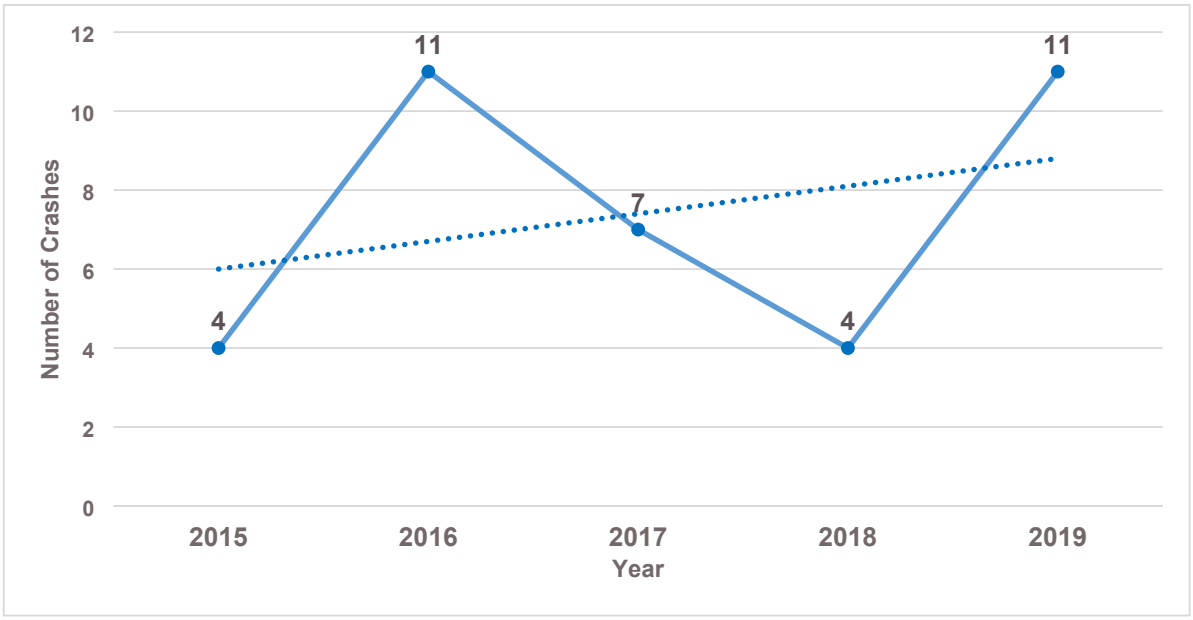

Figure 2: Fatal crashes trend 2015–19

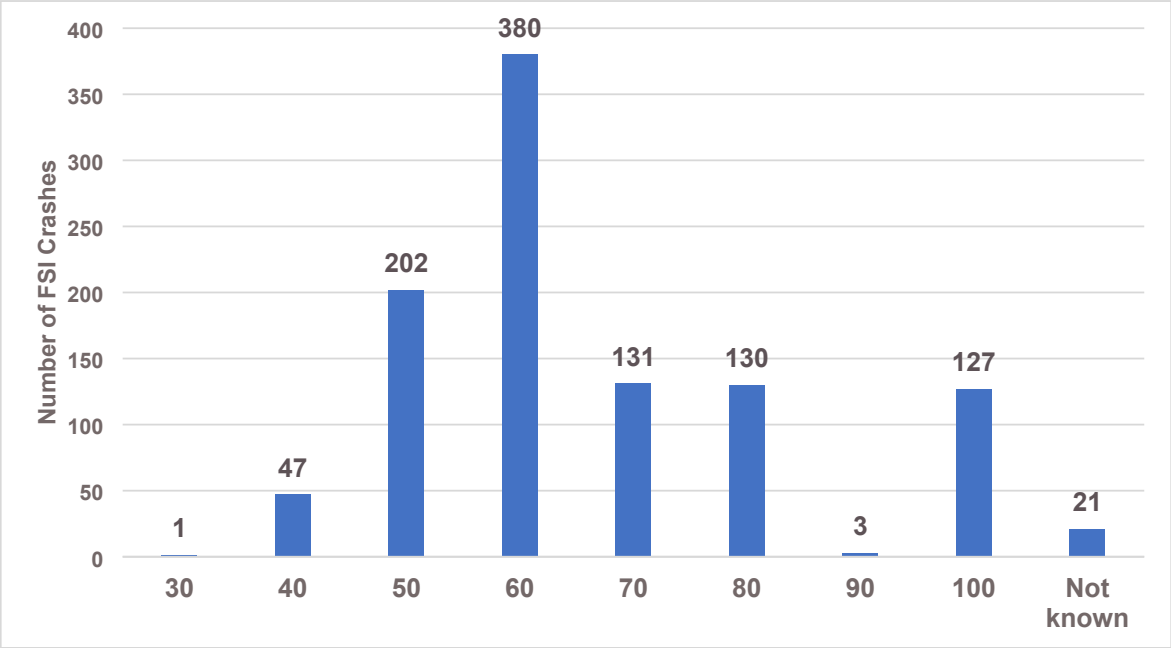

Figure 3: FSI crashes – speed limit (km/h)

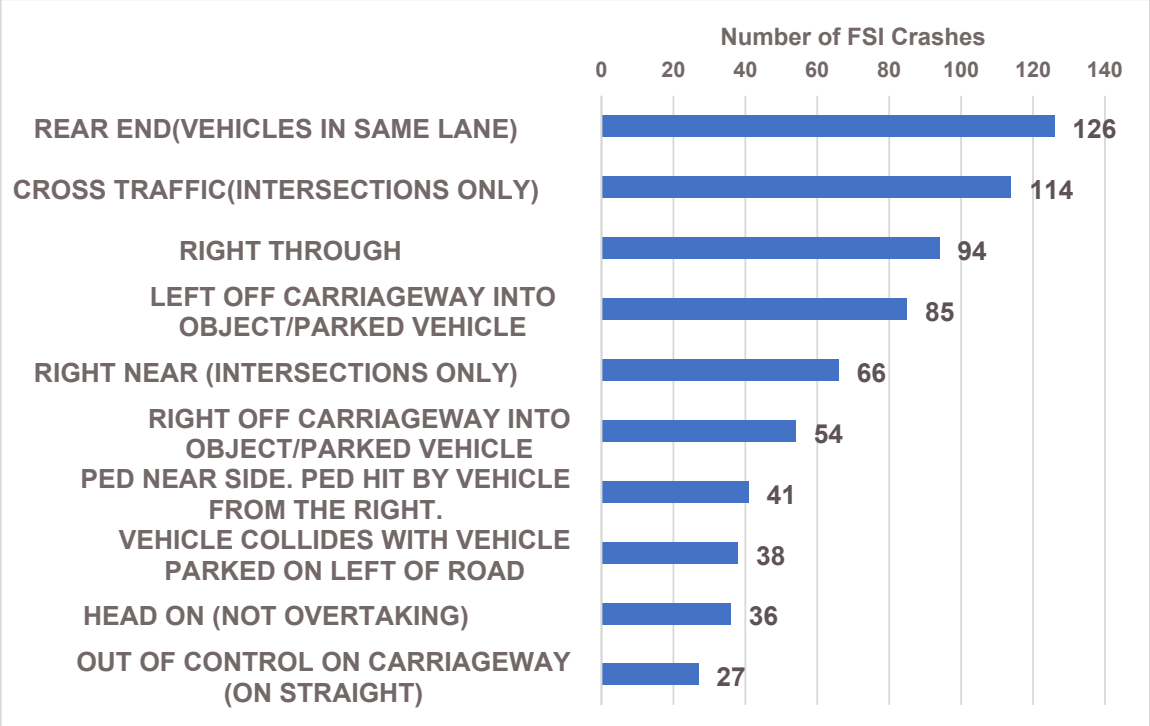

Figure 4: FSI crashes – prominent crash types

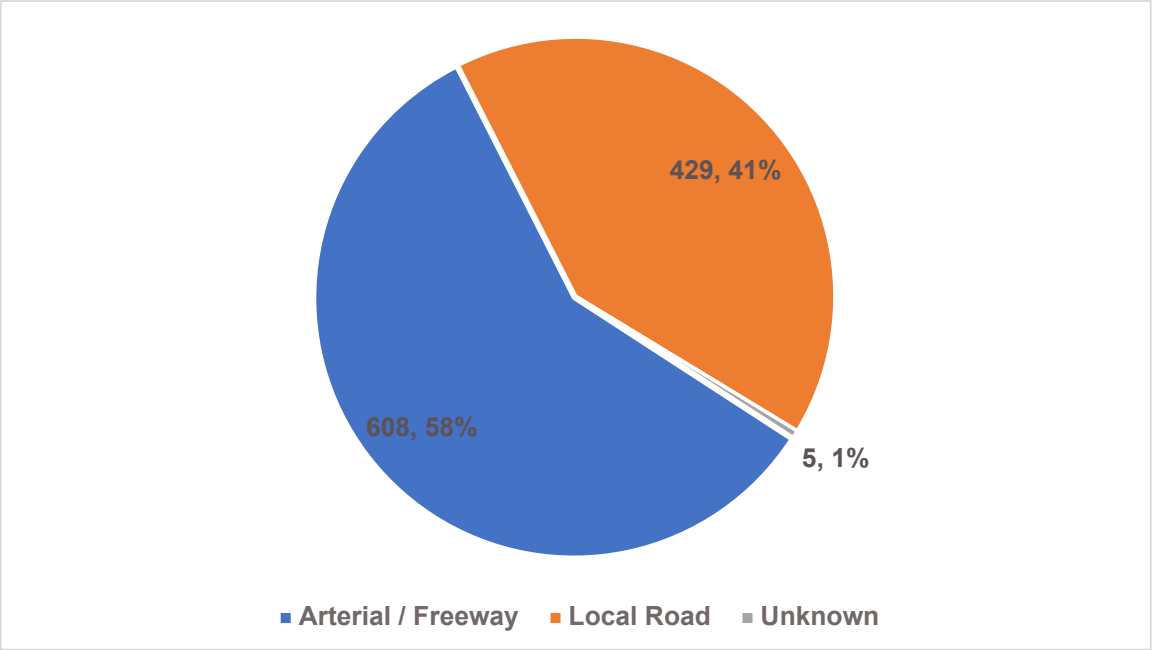

Figure 5: FSI crashes – road type

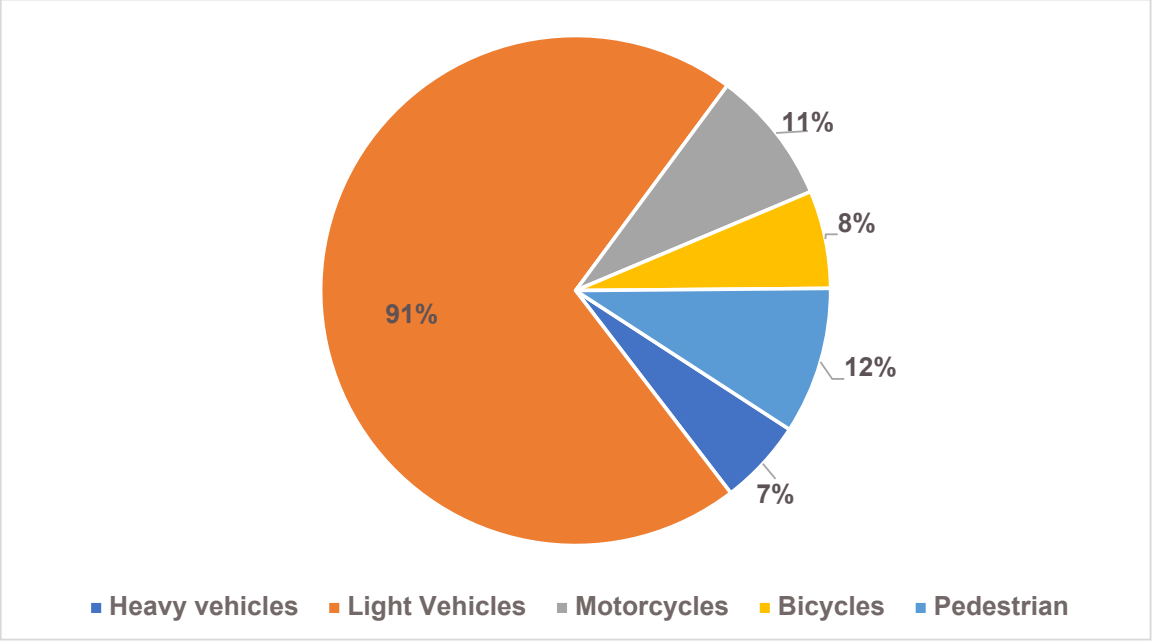

Figure 6: FSI crashes – classification of road users

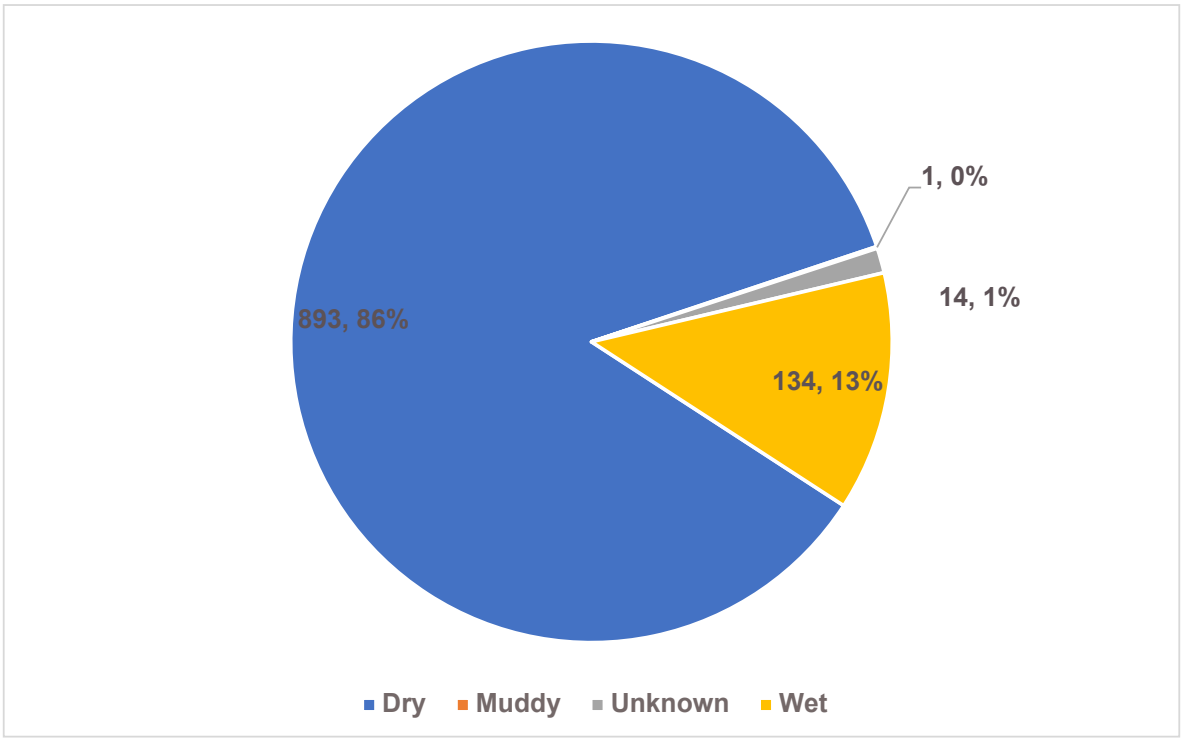

Figure 7: FSI crashes – road surface conditions

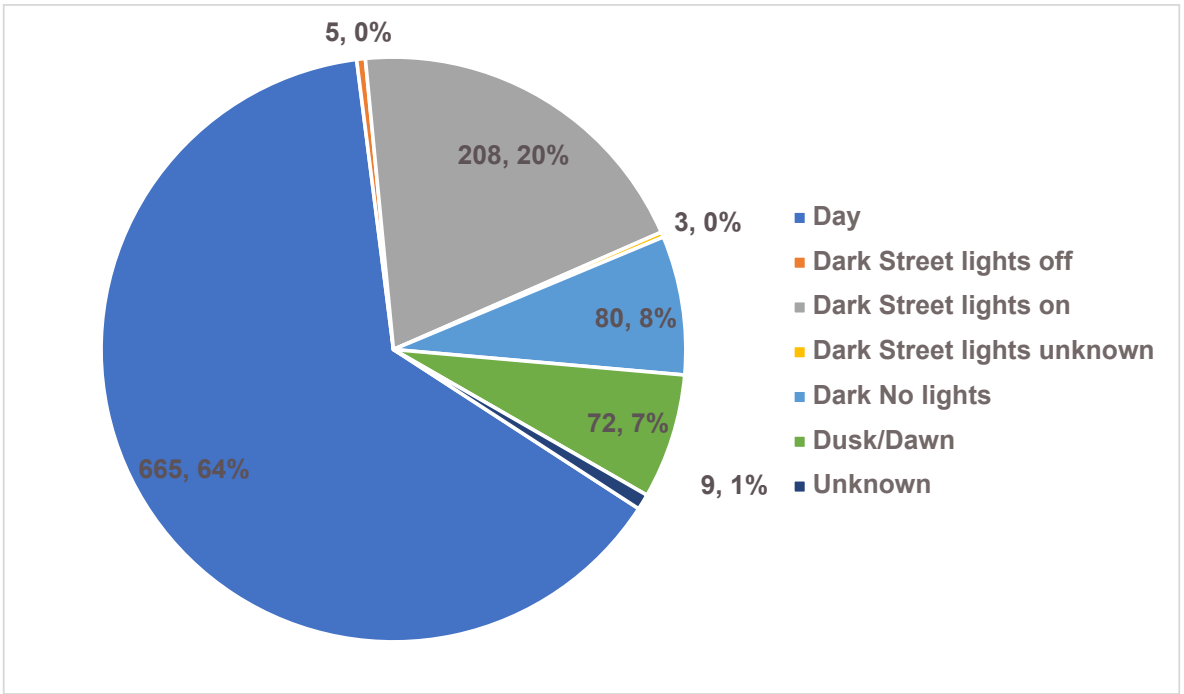

Figure 8: FSI crashes – light conditions

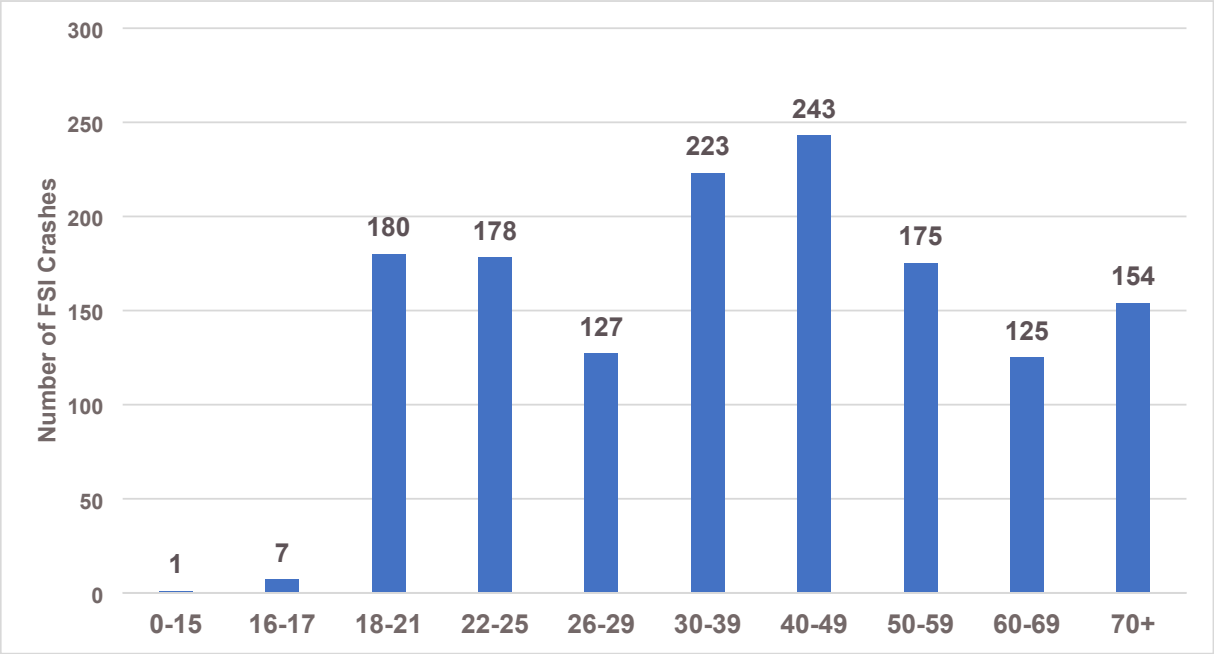

Figure 9: FSI crashes – age of drivers

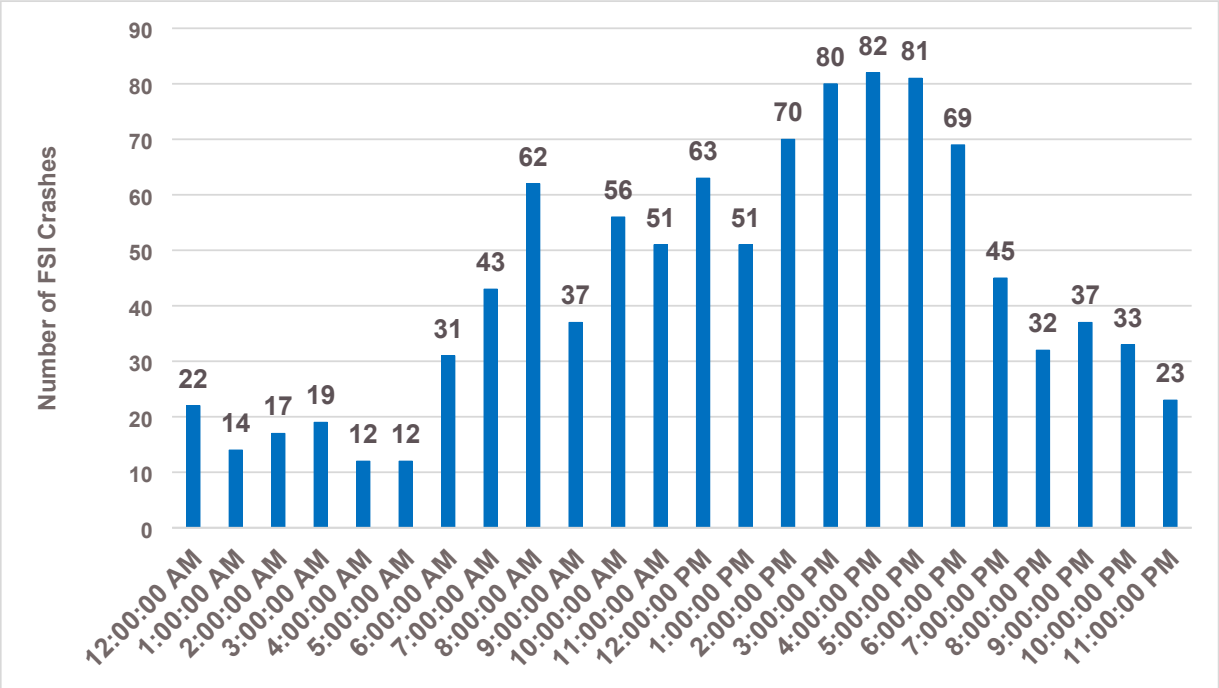

Figure 10: FSI crashes – time of crash

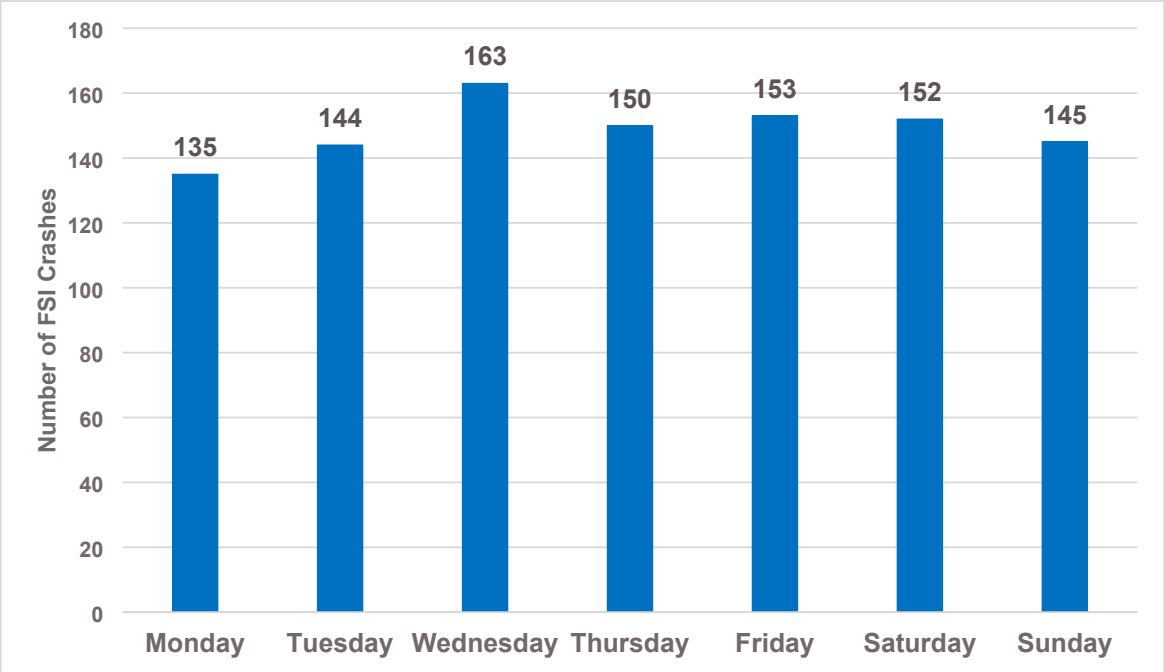

Figure 11: FSI crashes – day of week

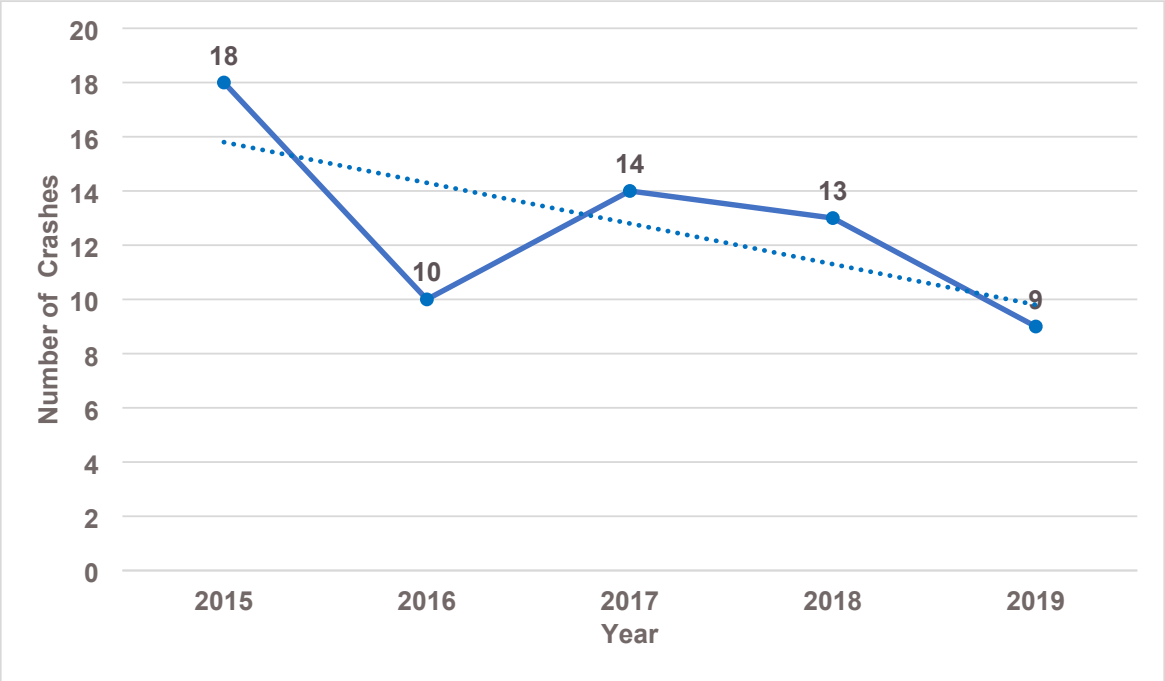

Figure 12: Alcohol related FSI crashes – trend 2015–19

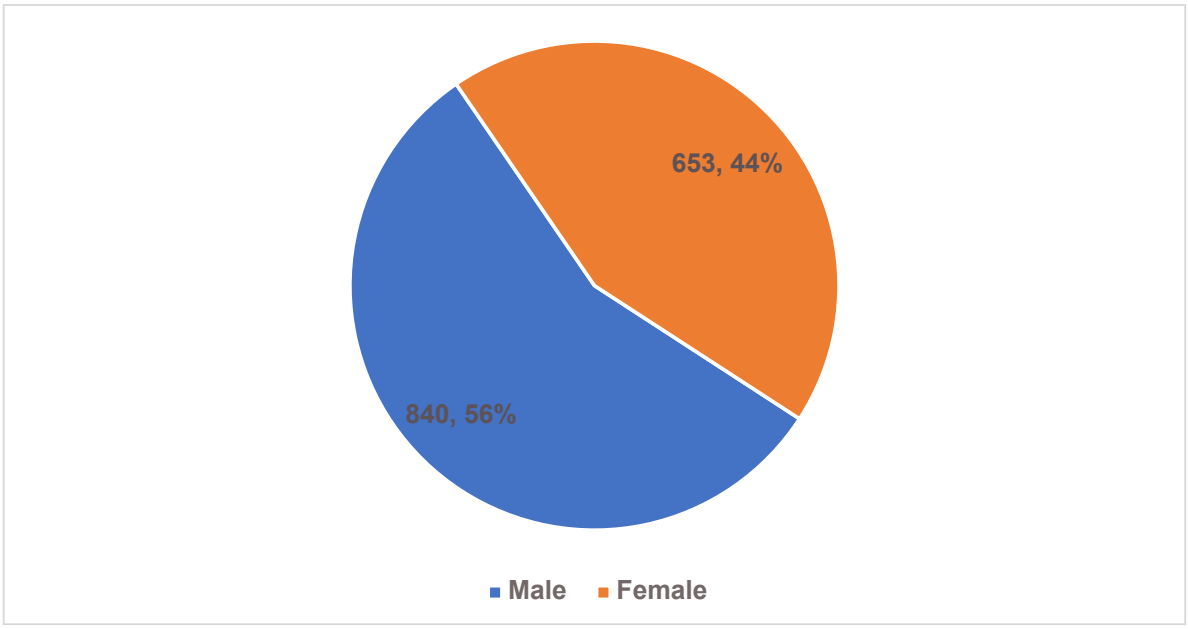

Figure 13: FSI crashes – drivers' gender type

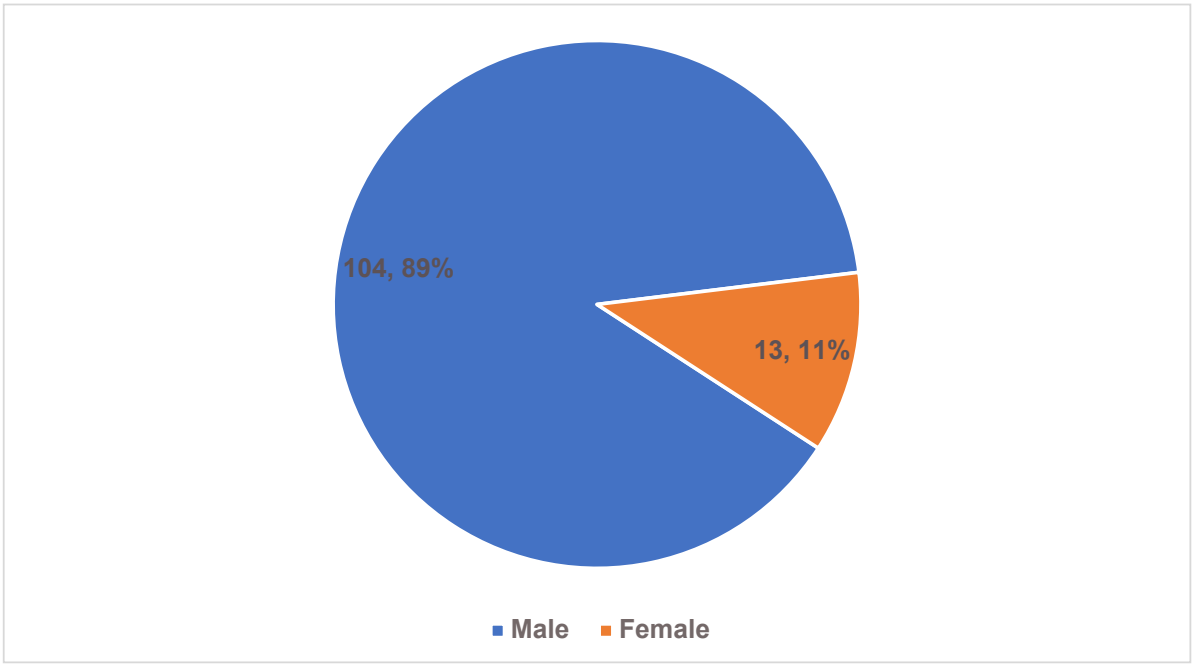

Figure 14: FSI crashes – motorcyclists' gender type

Crash heat map locations

Below is a list of approximate locations where multiple crashes have occurred, involving all road user crashes in Greater Geelong

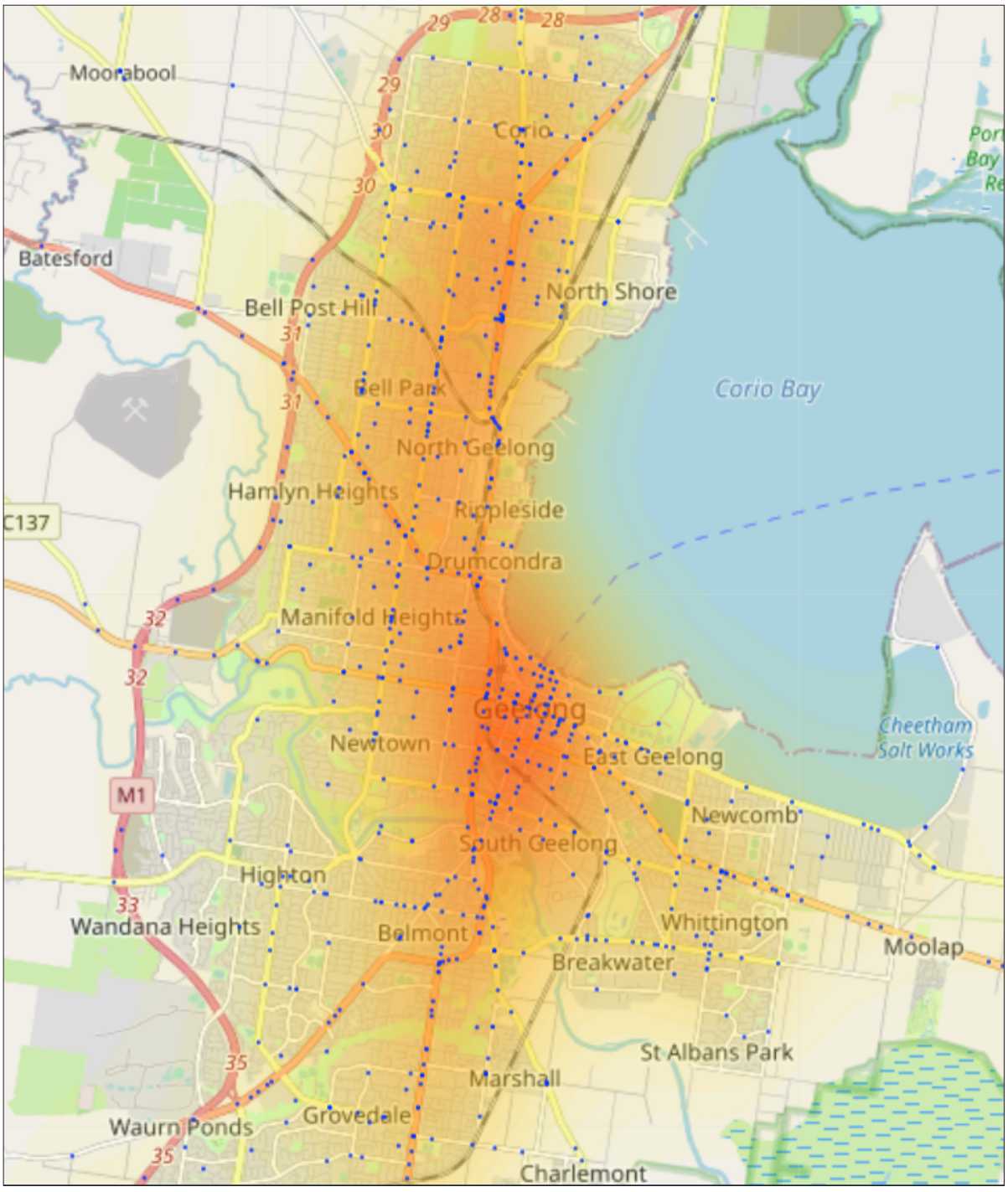

Figure 15: Heatmap of FSI crashes in Greater Geelong

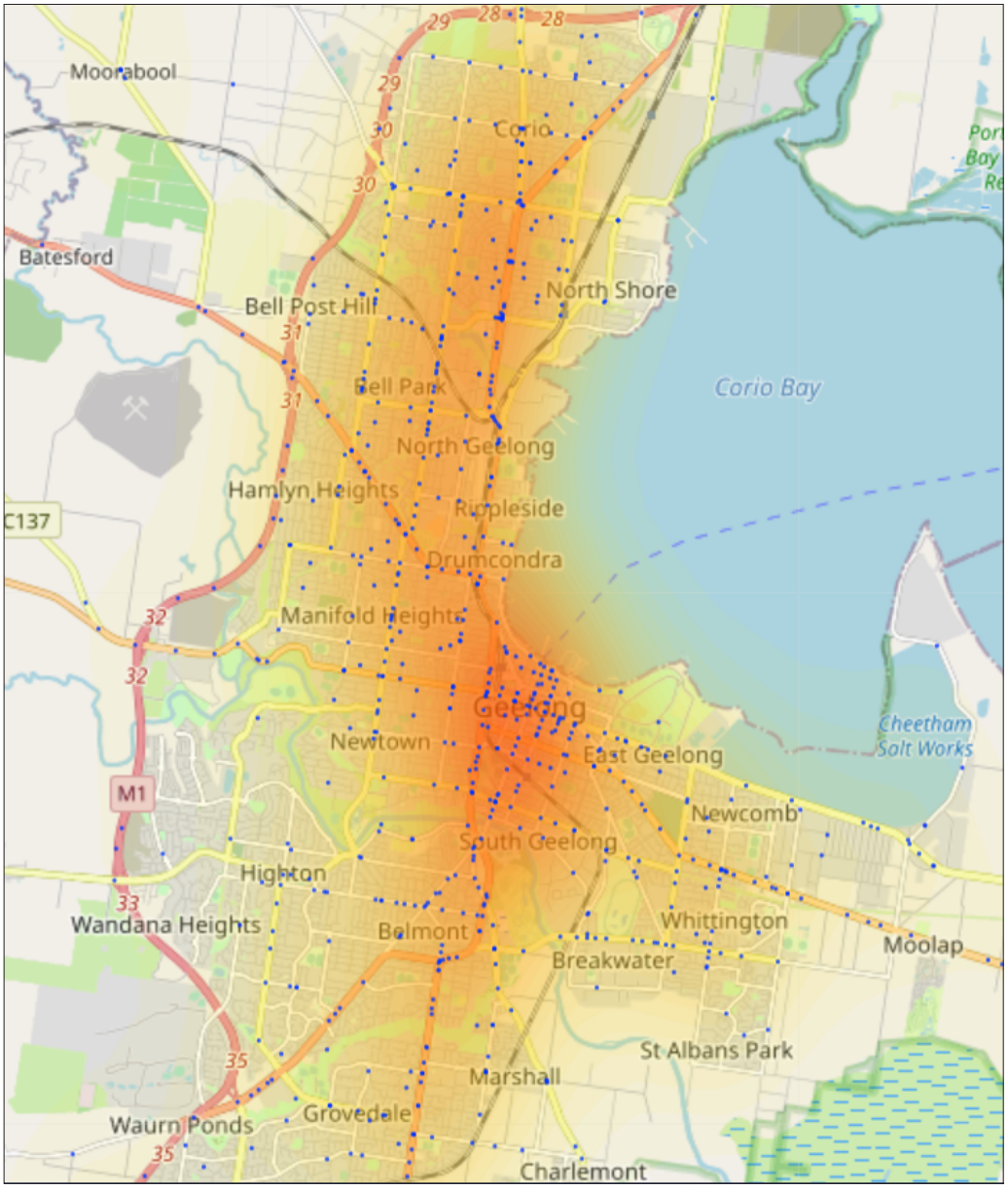

Figure 16: Heatmap of FSI crashes in Greater Geelong with suburbs visible

Light vehicles fatal and serious injury crashes

Below are graphs relating to light vehicle fatal and serious injuries in Greater Geelong

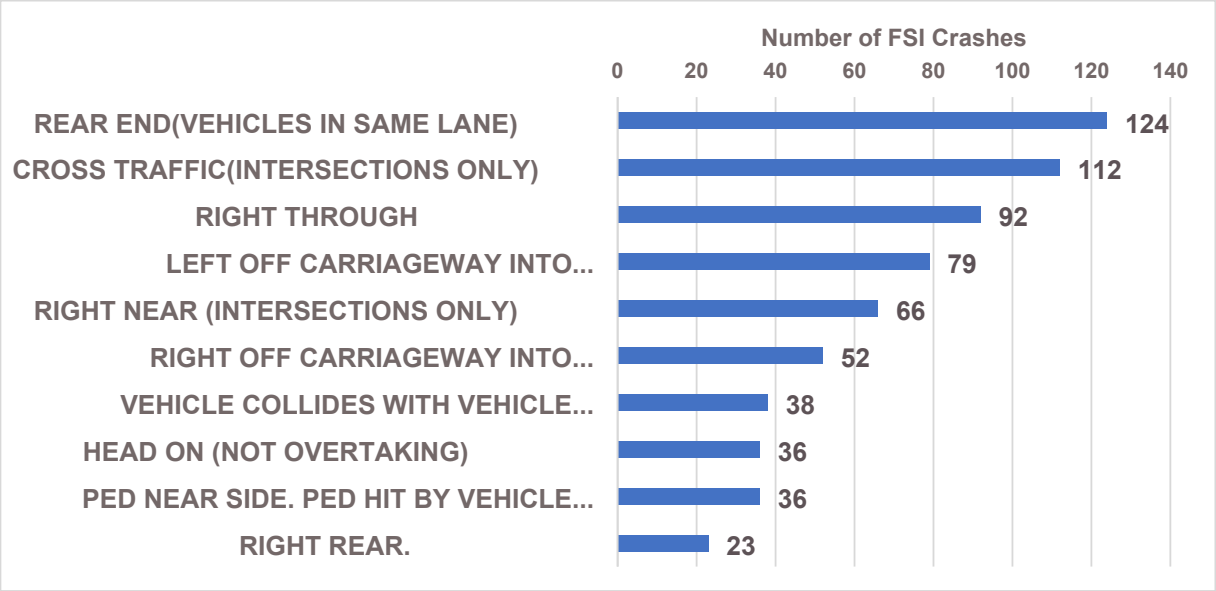

Figure 17: Light vehicle FSI crashes – prominent crash types

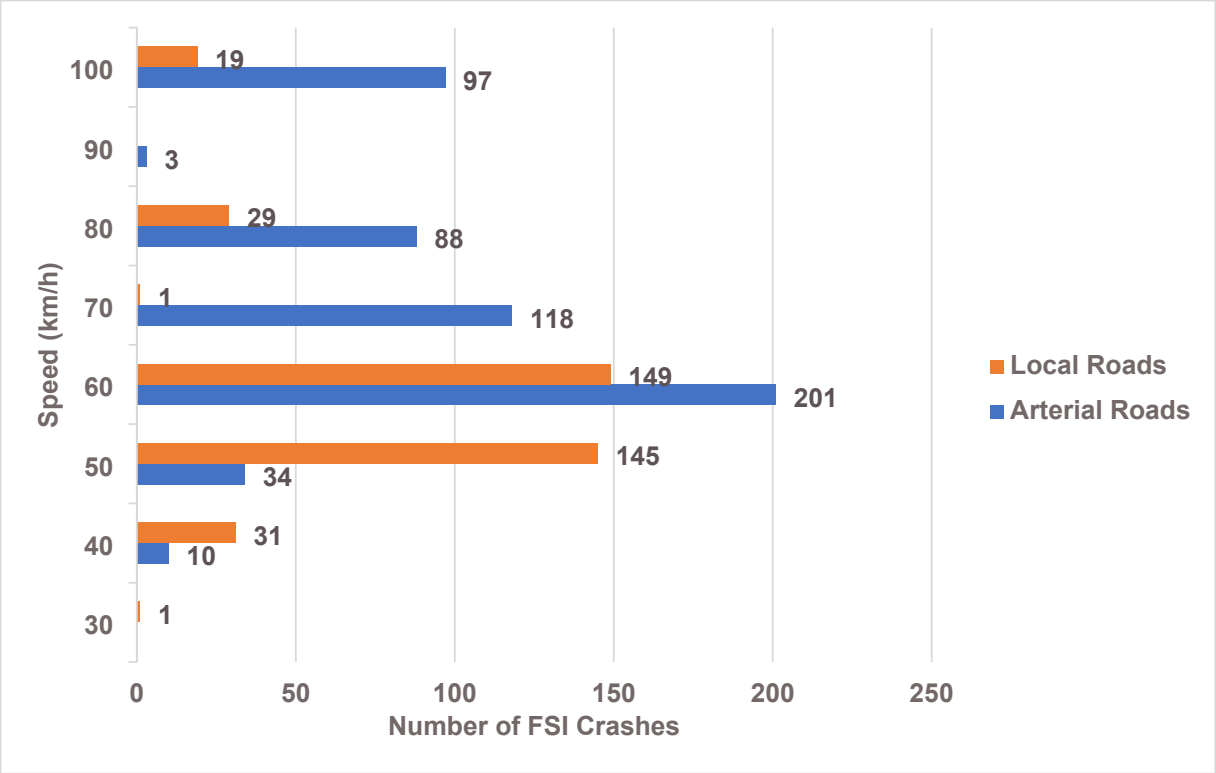

Figure 18: Distribution of light vehicle FSI crashes among speed zones

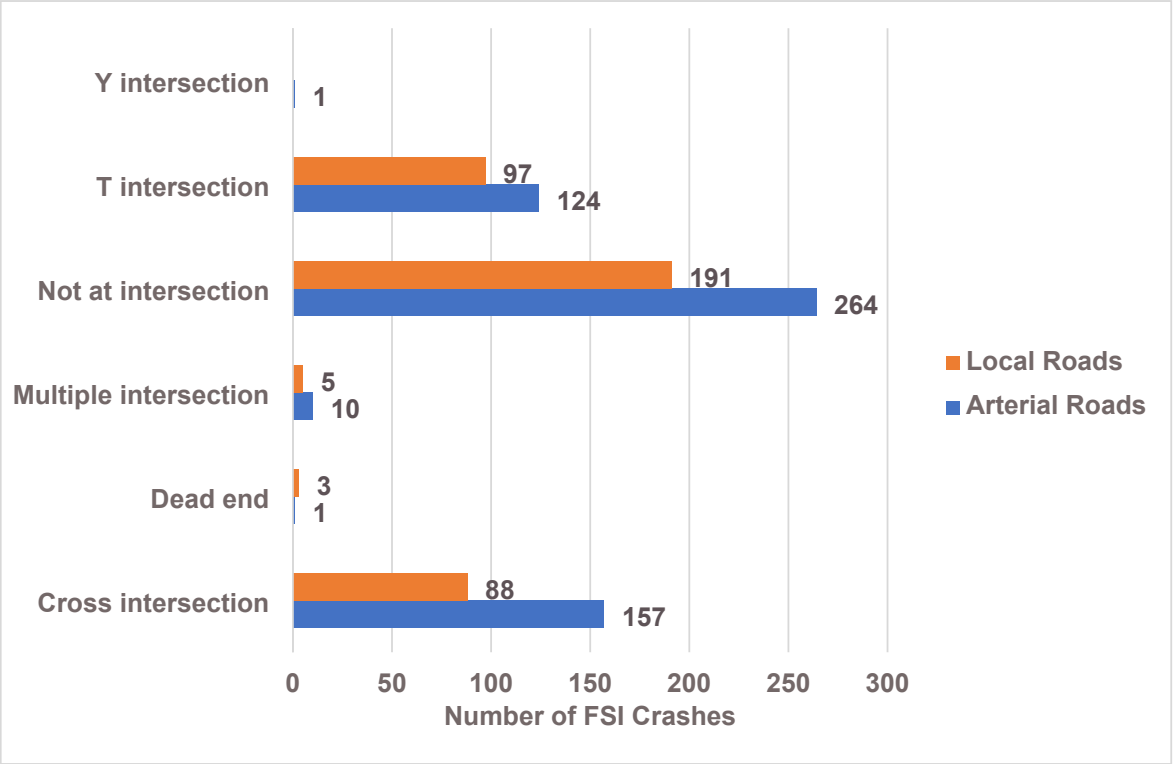

Figure 19: Light vehicle FSI crash – road geometry

Motorcycle fatal and serious injury crashes

Below are graphs relating to motorcycle fatal and serious injuries in Greater Geelong

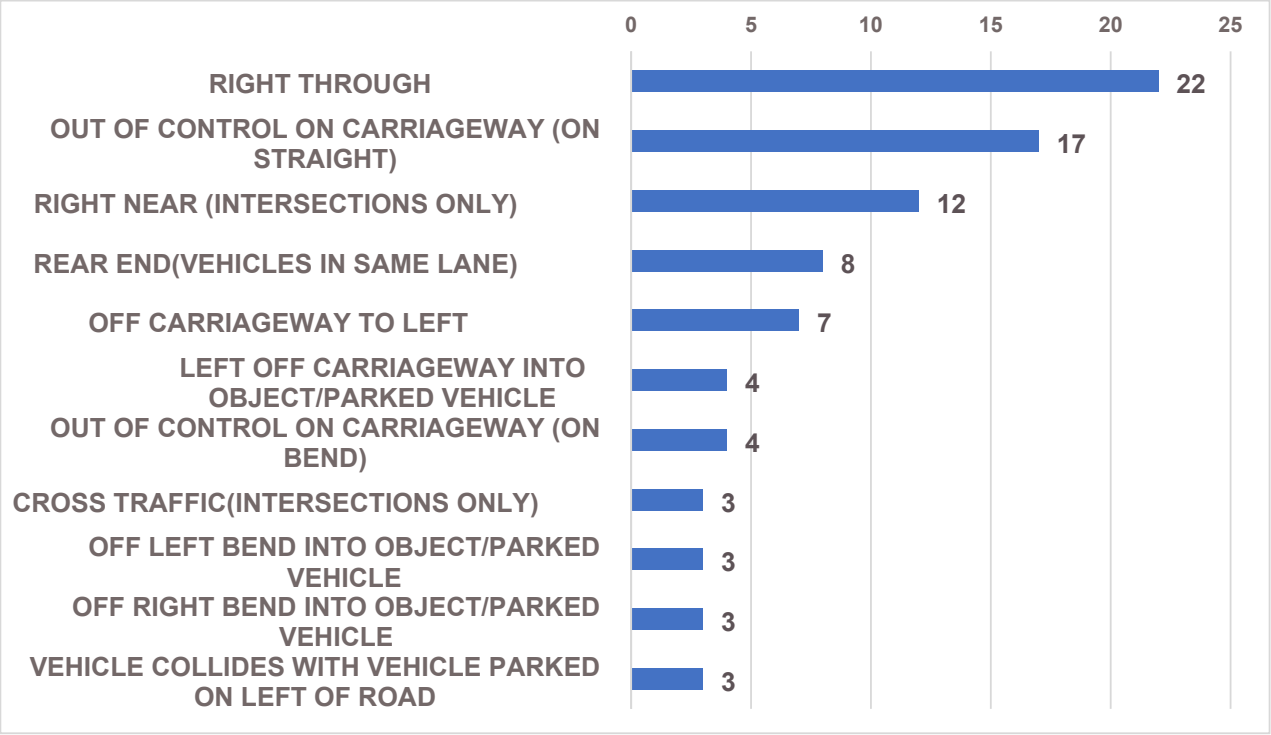

Figure 20: Motorcycle FSI crashes – prominent crash types

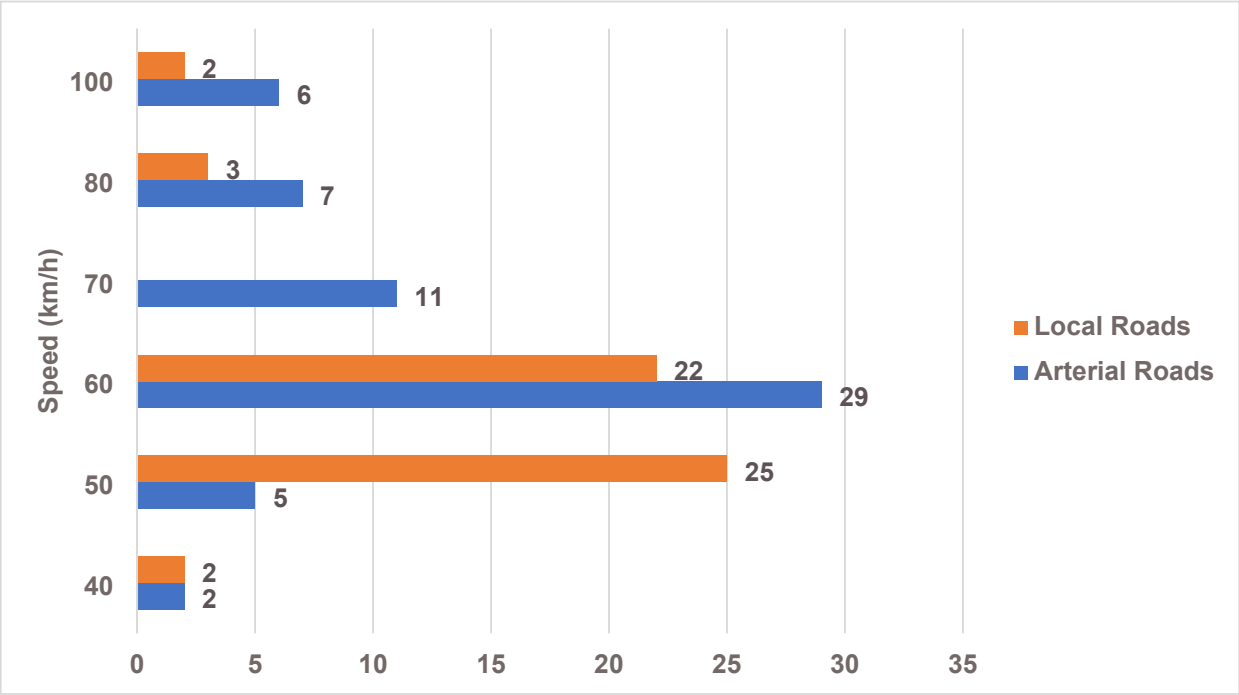

Figure 21: Distribution of fatal and serious injury motorcyclists crashes across speed zones

Pedestrian fatal and serious injury crashes

Below are graphs relating to pedestrian fatal and serious injuries in Greater Geelong

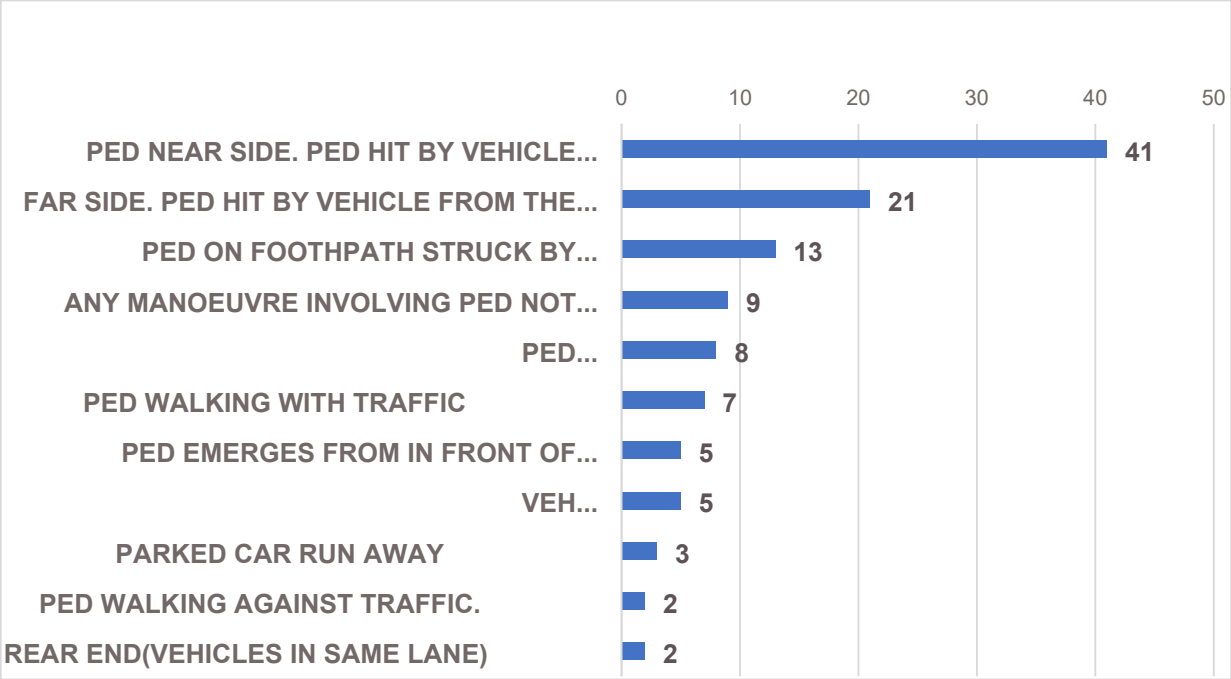

Figure 22: Pedestrian FSI crashes – prominent crash types

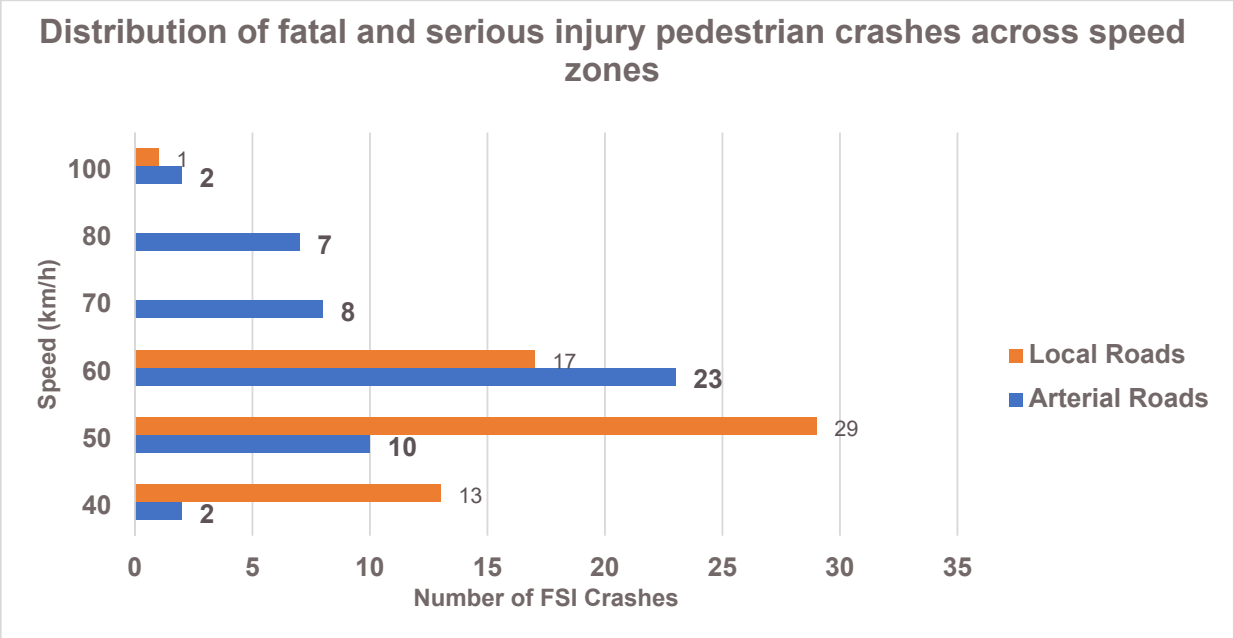

Figure 23: Distribution of fatal and serious injury pedestrian crashes across speed zones

Bicycle fatal and serious injury crashes

Below are graphs relating to bicycle fatal and serious injuries in Greater Geelong

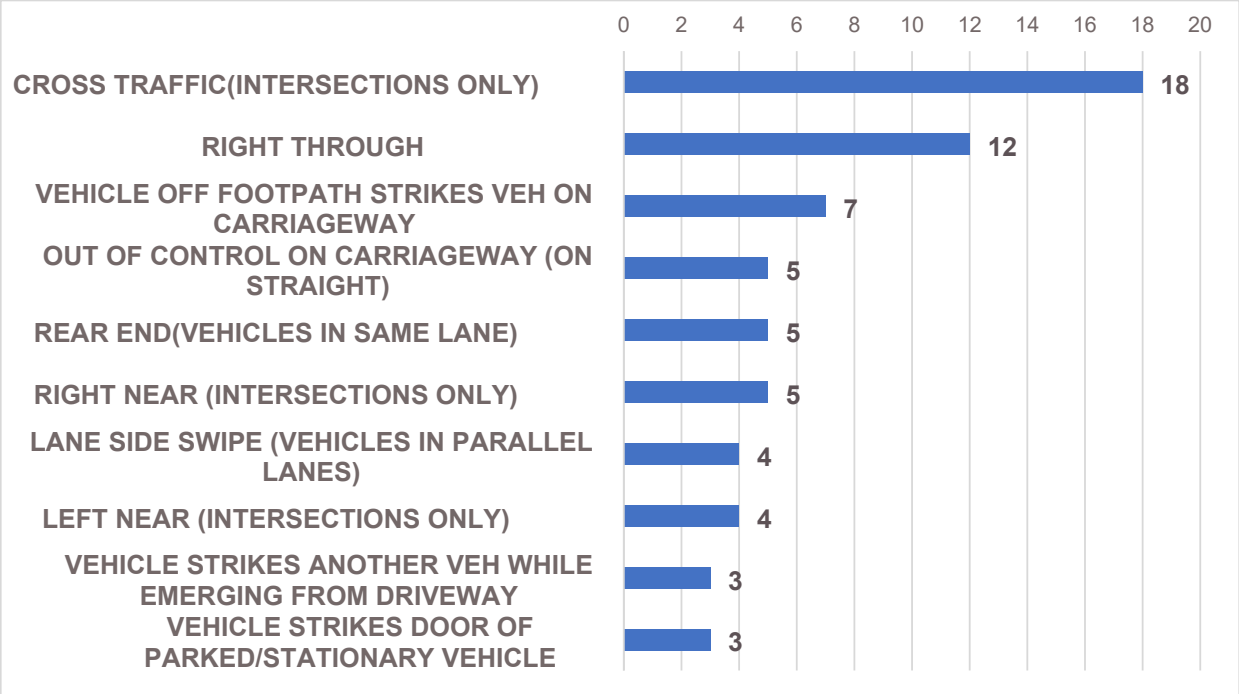

Figure 24: Cyclist FSI crashes – prominent crash types

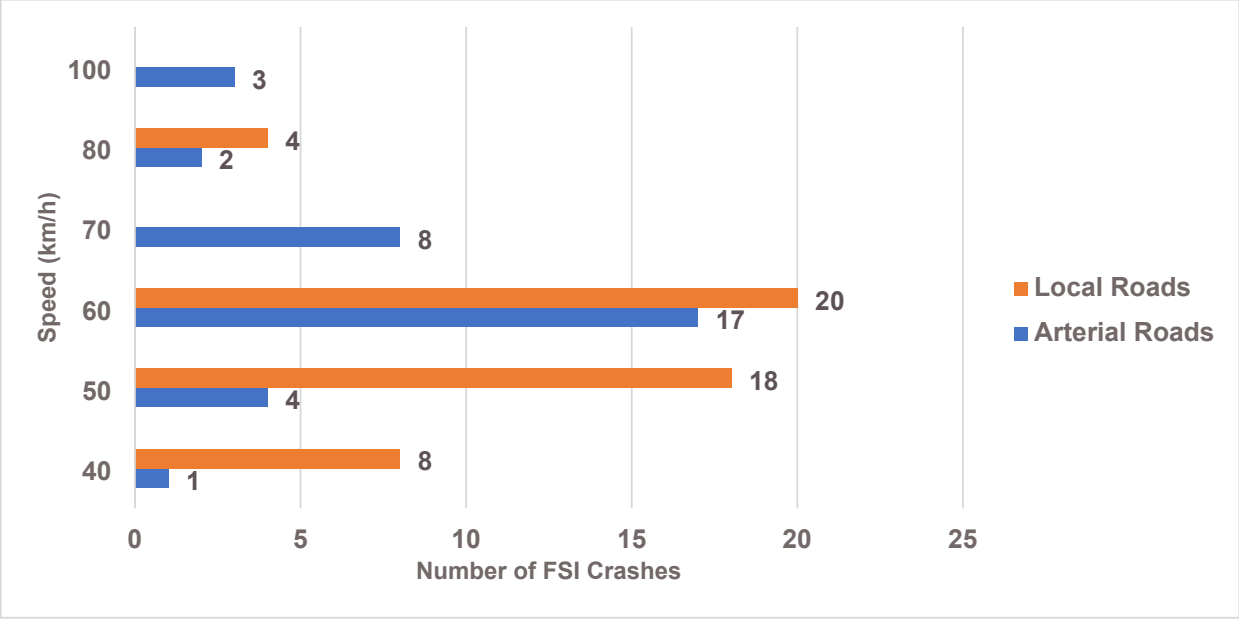

Figure 25: Distribution of fatal and serious injury bicycle crashes across speed zones

Heavy vehicle fatal and serious injury crashes

Below are graphs relating to heavy vehicle fatal and serious injuries in Greater Geelong

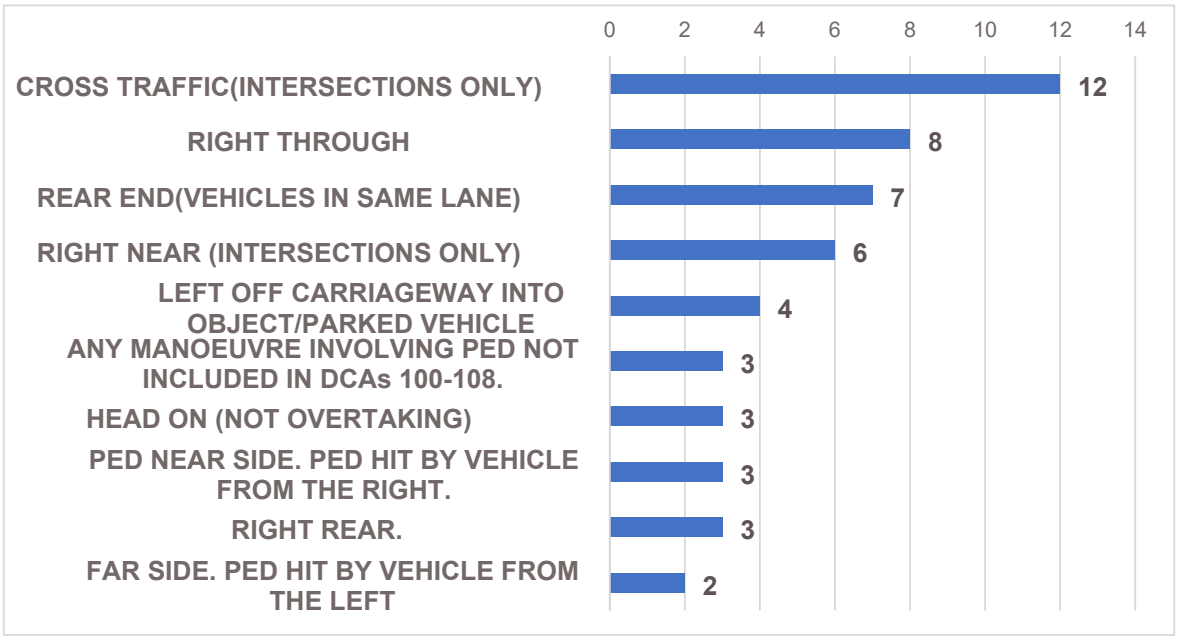

Figure 26: Heavy vehicle FSI crashes – prominent crash types

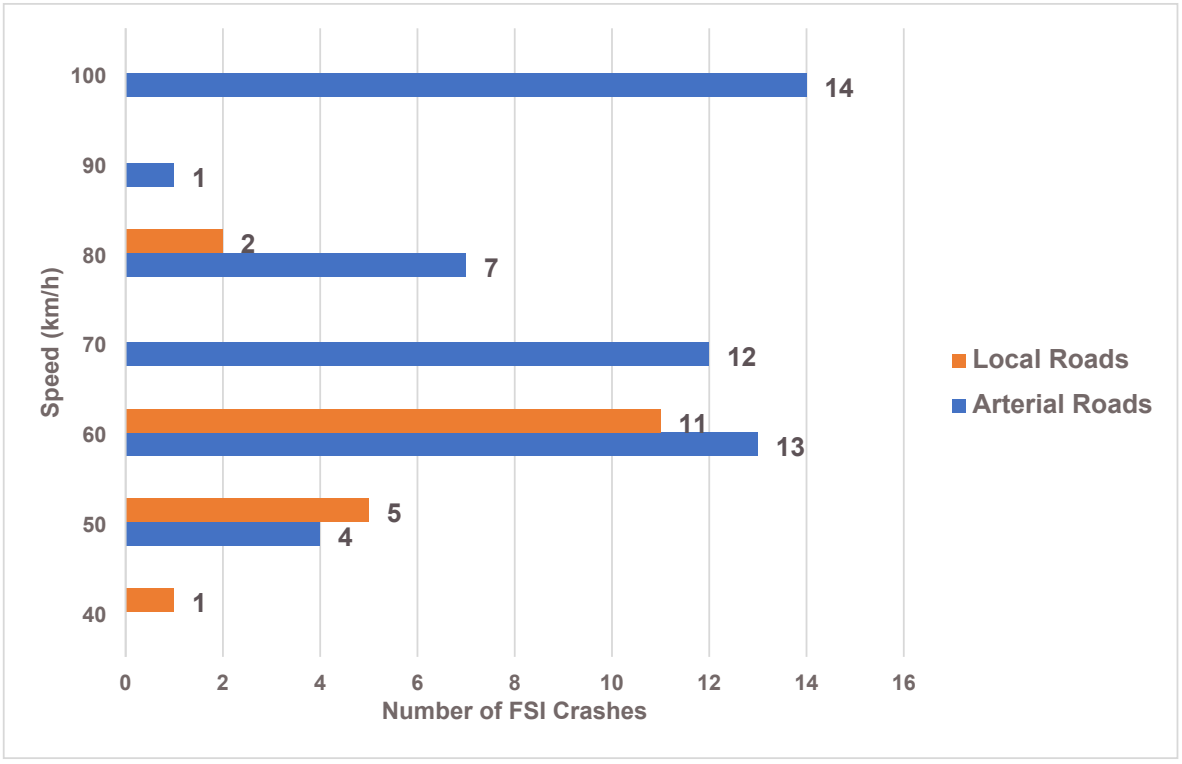

Figure 27: Distribution of fatal and serious injury heavy vehicle crashes across speed zones

Comparison with Victoria and other regional cities

Below are graphs comparing the fatal and serious injuries in Greater Geelong with Victoria and the regional cities Ballarat and Bendigo

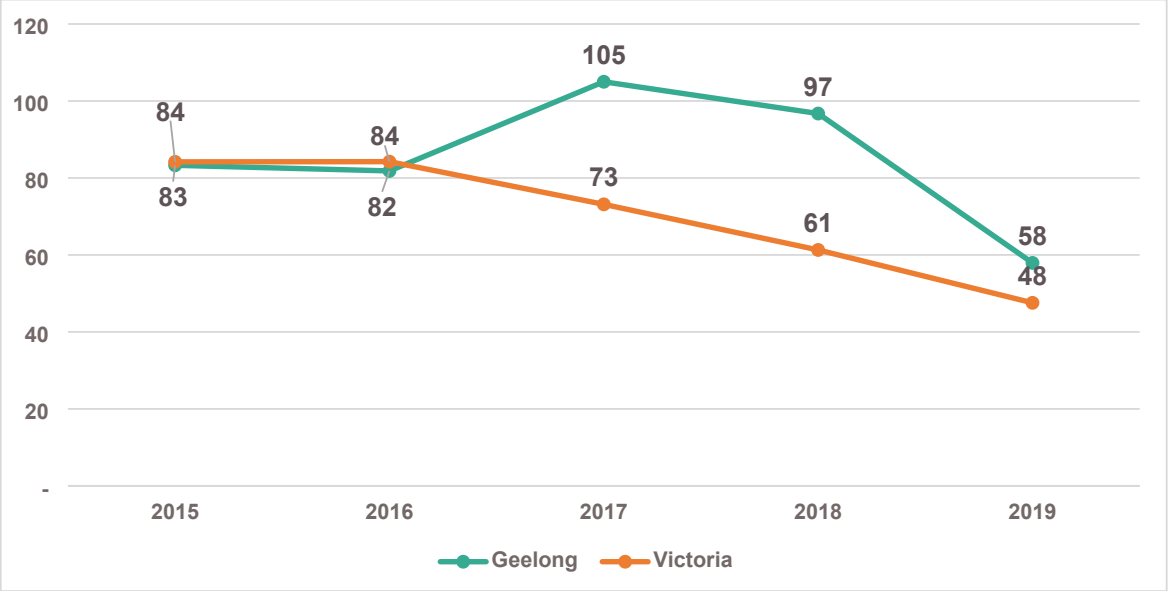

Figure 28: Fatal and serious injury crashes per 100,000 population – Geelong and Victoria 2015–19

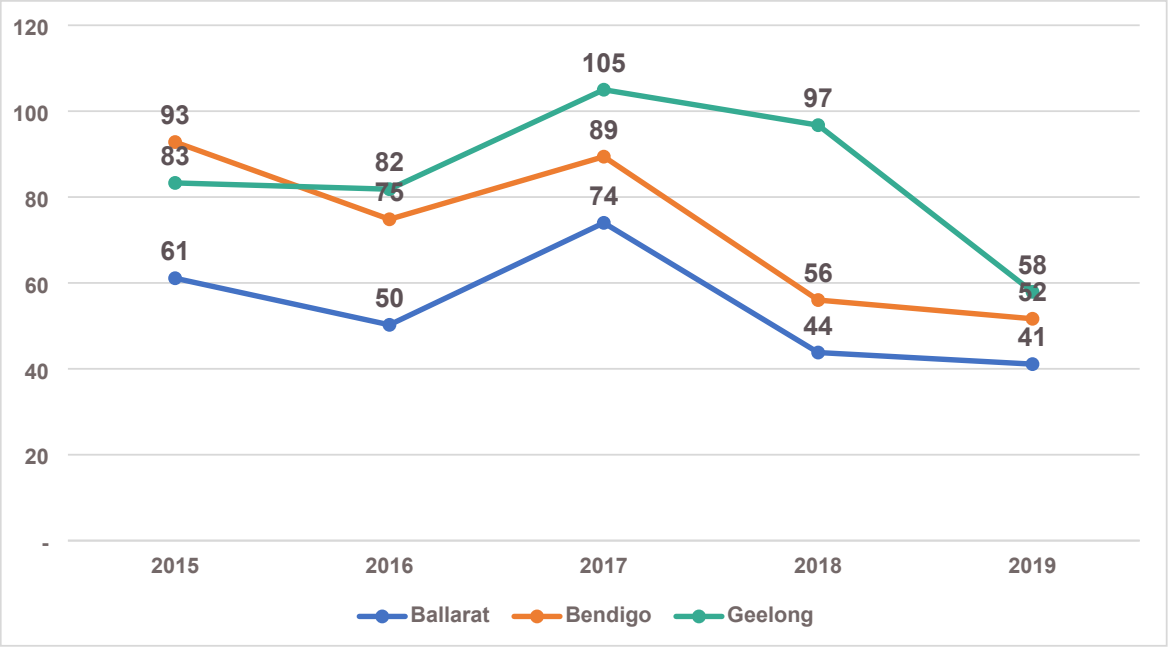

Figure 29: Fatal and serious injury crashes per 100,000 population – Bendigo, Ballarat and Geelong 2015–19

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2.8. Draft Scoping Business Case - Regional Livestock and Rural Information Exchange Hub and Truck Wash

Source: **City Planning & Economy**
Director: **Gareth Smith**

Purpose

1. To provide Councillors with a response to the Notice of Motion (NOM) which requested a Scoping Business Case regarding a Regional Livestock & Rural Information Exchange Hub and Truck Wash.

Background

2. The NOM required a draft scoping business case to consider the items listed in the Attachment to the NOM, including identification of potential sites, operating models, preliminary costs, resources, timeframes, co-funding opportunities and other considerations required to deliver the project.

3. Council Officers have considered the items listed in the NOM, reviewed information in previous reports generated for Council, engaged with the Rural & Peri-urban Advisory Committee and gathered information from external organisations.

Key Matters

4. The City has commissioned several studies to investigate the feasibility of a livestock and information exchange and truck wash in the municipality. Based on the findings of the previous feasibility studies, the construction and operation of a Regional Livestock & Rural Information Exchange Hub and Truck Wash will need to be subsidised.

5. Several Council owned sites within the municipality were noted in the NOM to investigate. These have been reviewed and some sites would require further detailed analysis.

6. The Scoping Business Case in response to the NOM is included as **Attachment 1** to this report.

7. The Rural & Peri-urban Advisory Committee recommends Council proceed with commissioning a consultancy to produce a detailed Business Case for a Regional Livestock & Rural Information Exchange Hub and Truck Wash.

8. To proceed with a business case, Council would need an allocation of between $150,000-$200,000 in the 2022-23 operational budget in addition to the existing $100,000 currently available to the project.

ORIGINAL RECOMMENDATION

That Council:

1. **Note the Attachment to the Council Report – Regional Livestock & Rural Information Exchange Hub and Truck Wash Notice of Motion Response; and**

2. **Consider a resolution to proceed with a Business Case for a Regional Livestock & Rural Information Exchange Hub and Truck Wash, including an additional budget allocation of up to $200,000 to be identified from savings during the 2022-23 financial year by the Chief Executive Officer.**

RESOLUTION - Item 2.8

AMENDED MOTION

Cr Mason moved, Cr Aitken seconded -

That Council:

1. **Note the Attachment to the Council Report – Regional Livestock & Rural Information Exchange Hub and Truck Wash Notice of Motion Response; and**

2. **Proceed with a Business Case for a Regional Livestock & Rural Information Exchange Hub and Truck Wash, and request the Chief Executive Officer identify adequate resources and an additional budget allocation of up to $200,000 from savings during the 2022-23 financial year.**

Carried

Financial Sustainability

9. To confirm capital costs for a Regional Livestock & Rural Information Exchange Hub and Truck Wash, a full conceptual design with costings would need to be completed. In addition, a Business Case would estimate the cost of ongoing operations and potential operating and ownership models.

10. The existing Council capital budget for a hub and truck wash ($4 million) is unlikely to be sufficient and could be used to attract co-investment from other sources. To attract co-investment from sources such as the Victorian Government, a Business Case will need to be sufficiently comprehensive to meet Treasury requirements.

11. The Council budget includes $100,000 for further investigations that can be used for a Business Case process. The cost of producing a Business Case is likely to be $150,000 to $200,000 more than the current Council budget allocation, based on proposed and recent business cases undertaken for the Potato Shed, National Wool Museum and Geelong Gallery. These business cases are intended to be suitable to make requests for Victorian Government (e.g. Treasury) co-investment in those facilities.

12. As the hub would provide services to niche peri-urban landholders with small holdings of livestock (mostly from the Bellarine) and potentially some larger properties, it is likely that Council will need to subsidise the on-going operating costs of a facility. No market testing has occurred to identify whether landholders on the Bellarine or other areas within the municipality would use a facility based in the northern areas of Geelong, which has the most likely land available under Council ownership.

Community Engagement

13. While producing the NOM response, Council officers consulted with the Rural & Peri-urban Advisory Committee.

14. The Feasibility Study for a Multi-purpose Livestock & Information Exchange - Final Report, completed by RMCG & Dench McClean Carlson in June 2021, involved engagement with the community via a survey, focus groups, phone interviews, email submissions and personal engagements at the Bellarine Show. 310 respondents took part in the feasibility study for an innovative livestock and information exchange. The Executive Summary of the Feasibility Study is attached **(Attachment 2).**

15. The Livestock Truck Wash Options Analysis and Recommendation report, completed by KPMG in 2021, involved targeted interviews with the top ten users of the truck wash, potential private and public partners, representatives from peak industry bodies and operators of other Victorian truck wash facilities. Both reports involved engagement with the Rural & Peri-urban Advisory Committee. The Executive Summary of the Options Analysis is attached **(Attachment 3).**

Social Equity and Sustainability

16. The Geelong region is experiencing significant growth in population and expansion of residential housing into previous farming land. This change in land use and reduction in large-scale farming properties has resulted in reduced demand for some services to agriculture and a subsequent reduction in their provision. This included the closure of the Geelong Saleyards.

17. This closure has required peri-urban farmers (those adjacent to the urban fringe) in the region, who previously used this facility, to find alternative livestock selling and buying options. While alternative options were understood to be largely adopted, there was some level of community concern that the available options did not adequately address current or future need, and issues remained for the region's agricultural producers following the closure of the local facility.

18. Issues raised from this closure include reduced rural community social and wellbeing opportunities and biosecurity risks. It is recognised the livestock exchange facilities provide opportunities for rural property owners to come together and share information relating to their business and health and well-being. The intention to provide a community shed of sorts would be an integral part of this.

Relevant Law/Policy/Legal Implications

19. If a Regional Livestock & Rural Information Exchange Hub and Truck Wash were to proceed, it is necessary to undertake further analysis to address safety and environmental risks of appropriate separation of uses on a single site to manage potential conflicts from having livestock, vehicles (trucks and cars) and people accessing the site. Relevant legislations would be considered as part of a Business Case process if progressed.

20. Several issues need to be addressed in a Business Case including: a selected site needs to avoid land use conflicts with existing and future residential areas and existing dwellings in the rural areas. Planning considerations include roads, proper drainage, access to arterial road network(s), landscaping, buffers from sensitive uses, cultural heritage, a noise and odour assessment and native vegetation removal.

Alignment to Community Plan and Vision

21. This report aligns with Our Community Plan 2021-2025 strategic priority:

    Healthy, caring and inclusive community, in relation to the proposed provision of a meeting place for rural and peri-urban landholders with livestock.

22. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration: an inclusive, diverse, healthy and socially connected community; in relation to the proposed provision of a meeting place for rural and peri-urban landholders with livestock.

Conflict of Interest

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

Risk Assessment

24. The response to the NOM **(Attachment 1)** outlines various risks to be considered in the event that a detailed Business Case process was to be recommended by Council. A Business Case process allows for detailed analysis of all options and assesses the risk associated with these, including financial, environmental and social.

Environmental Sustainability

25. The response to the NOM outlines several environmental aspects that require further analysis as part of developing a business case, should Council resolve to proceed.

26. If a hub facility were to be developed, a 5-star green star rating for a facility is recommended as a minimum, to ensure the facility follows best practice in terms of sustainability.

Attachments

1. Draft Scoping Business Case [**2.8.1** - 25 pages]
2. Feasibility Study for a Multi-Purpose Livestock Information Exchange - Executive Summary [**2.8.2** - 17 pages]
3. KPMG Report Livestock Truck Wash Options Analysis and Recommendation - September 2021 [**2.8.3** - 45 pages]

THE CITY OF
GREATER GEELONG

DRAFT SCOPING BUSINESS CASE
REGIONAL LIVESTOCK & RURAL INFORMATION EXCHANGE HUB AND TRUCK WASH

CITY OF GREATER GEELONG

BACKGROUND

A Notice of Motion (NOM) was put to Council at a meeting on 23 November 2021. The NOM outlined several attributes a Regional Livestock & Rural Information Exchange Hub and Truck Wash could include. The NOM also requested a 'Scoping Business Case' be generated.

Greater mixed use on a single site requires appropriate separation of the uses, to manage potential conflicts from having livestock, vehicles (trucks and cars) and people accessing the site. There are potential land use challenges having the range of mixed uses outlined in the NOM on one site.

To respond to the request for a 'Scoping Business Case', City officers from relevant departments have reviewed the information in Sections A and B of the NOM and provided information in this Attachment.

The officers' responses are based on internal knowledge, the existing feasibility studies undertaken for a livestock exchange and truck wash facility[1], and desktop research. External advice was sought where other government agencies are the primary service provider. The Council Rural & Peri-urban Advisory Committee has also contributed to this report.

It is likely that more funding would need to be secured. The amount of Council budget currently available for a Regional Livestock & Rural Information Exchange Hub and Truck Wash, $4 million, could be used to attract co-investment from other sources.

Members of the Rural & Peri-urban Advisory Committee have suggested a future site for a livestock exchange to suit the stock handling numbers outlined in the NOM, could occupy around 0.5 Hectare (Ha)[2]. A further 2.5Ha (approximately) would be required to include a meeting place for farmers, truck drivers and the community to come together; buffer requirements; access roads and services; and space for ancillary services. Any future development would also need to adapt to demand and new opportunities.

If Council resolved to progress with a detailed Business Case, all matters would require further analysis from experts in relevant fields. Further consideration would need to be given to site size, location, availability, buffer zones and land use planning requirements as part of a detailed business case.

This Attachment is split into two parts:

Part A – addresses each of the proposed hub attributes outlined in Section A of the NOM. It is divided into the headings:

1. Livestock exchange;
2. Rural health and well-being; and
3. Truck wash facilities.

[1] Completed in 2020 and 2021
[2] Note: the area at the original Geelong Saleyards site where livestock was trucked in/out, penned and bought/sold from (not including holding paddocks), was approximately 4.4Ha.

Part B – addresses each of the additional items in Section B of the NOM. It is divided into the headings:

4. Considerations for a location;
5. Land availability;
6. Co-funding opportunities;
7. Costs of construction and operation of a hub;
8. Demand for a livestock exchange and truck wash;
9. Information exchange for rural and peri-urban landholders;
10. Operational divisions; and
11. What would a business case cover?

PART A

1. LIVESTOCK EXCHANGE

NOM Item 1 - A physical multipurpose livestock/rural sales exchange facility (which can initially cater for: up to 120 head cattle, 1000 head sheep, 1000 poultry and a diversity of other livestock such as pigs, goats and alpacas etc.)

- The following tables provide a comparison of site sizes, stock handling numbers, facilities, costs of construction and ownership. They have been generated for the proposed Geelong livestock and information exchange facility, as well as five existing livestock exchanges in Ballarat, Colac, Mortlake, Camperdown and Yass.
- In addition to the facilities above, methods to buy and sell livestock include online options (e.g. AuctionsPlus), direct to abattoir, and direct sales between buyers and sellers.
- The City completed an Expression of Interest (EOI) process in 2021 to explore supplier interest and capability in developing an innovative, multi-purpose, multi-species livestock exchange. The responses focused on either developing a business case for, or the construction of, a physical saleyards. The digital solutions suggested by both respondents focussed on systems that are currently used in conventional saleyards. Neither respondent provided an adequate description of an innovative multi-purpose, multi-species livestock exchange as requested in the EOI documentation. Therefore, based on the evaluation criteria, neither achieved an average score above 'acceptable' for any of the criteria. Their submissions did not demonstrate their ability to deliver an innovative multi-purpose, multi-species livestock exchange. None of the existing operators or owners of the livestock exchanges featured in the tables below responded to the EOI process.
- Some of the Rural & Peri-urban Advisory Committee members disagree with some of the information gathered in the EOI process, and the two most recent investigations into the feasibility of a Regional Livestock & Rural Information Exchange Hub and Truck Wash [3].

[3] These include the *Feasibility Study for a multi-purpose livestock & information exchange - Final Report,* RMCG & Dench McCLean Carlson, June 2021, and the *Livestock Truck Wash Options Analysis and Recommendation* report, KPMG, 2021

	PROPOSED GEELONG LIVESTOCK EXCHANGE HUB	CORANGAMITE REGIONAL LIVESTOCK EXCHANGE, CAMPERDOWN	COLAC REGIONAL LIVESTOCK EXCHANGE	SOUTH EASTERN LIVESTOCK EXCHANGE, YASS	CENTRAL VICTORIA LIVESTOCK EXCHANGE, BALLARAT	WESTERN VICTORIA LIVESTOCK EXCHANGE, MORTLAKE
UNDERCOVER HOLDING PENS FOR SHEEP AND CATTLE	✓ [4]	✓	✓	✓ [5]	✓ [6]	✓ [7]
OPEN AIR HOLDING PENS FOR SHEEP AND CATTLE	✓			✓		
ANCILLARY SERVICES	✓ [8]					
SHEEP AND CATTLE RAMPS	✓	✓	✓	✓	✓	✓
ADMINISTRATION OFFICE	✓	✓	✓	✓	✓	✓
MEETING PLACE FOR FARMERS, TRUCK DRIVERS	✓	✓ [9]	✓ [10]			
PARKING FOR CARS AND TRUCKS	✓	✓	✓	✓	✓	✓

[4] With solar panels and water collection
[5] Includes facilities for a variety of species, other than cattle and sheep
[6] Undercover area covers 3Ha
[7] Undercover area covers 2Ha
[8] Fodder exchange, services for small operators such as drenching, vaccinating, tagging, shearing, Vet services, ai, pregnancy testing.
[9] Includes a canteen, shower, toilets
[10] Includes a canteen, shower, toilets, drivers rest area

	PROPOSED GEELONG LIVESTOCK EXCHANGE HUB	CORANGAMITE REGIONAL LIVESTOCK EXCHANGE, CAMPERDOWN	COLAC REGIONAL LIVESTOCK EXCHANGE	SOUTH EASTERN LIVESTOCK EXCHANGE, YASS	CENTRAL VICTORIA LIVESTOCK EXCHANGE, BALLARAT	WESTERN VICTORIA LIVESTOCK EXCHANGE, MORTLAKE
TRUCK WASH	✓	✓	✓ [11]			
HOLDING YARDS & RECEIVAL YARDS	✓		✓ [12]	✓		
LOADING/UNLOADING FACILITIES	✓	✓	✓	✓	✓	✓
SITE SIZE	3Ha (approx)	3.65Ha	16Ha	16Ha	7Ha	12Ha
LOCATION	TBC	Camperdown-Lismore Road Camperdown	Colac-Ballarat Rd, VIC	Bellevale Rd, Yass, NSW	Bounded by the Sunraysia and Western Highways, VIC	Connewarren Ln, Mortlake, VIC
STOCK HANDLING NUMBERS	Per sale: 120 head cattle, 1000 head sheep, 1000 poultry and ability to handle other livestock such as pigs, goats and alpaca.	Annually: 25,000 head of all classes of cattle	Annually: 28,916[13]	Per sale: 3,800 cattle and 30,000 sheep	Annually: 70,000 cattle and 1.6 million sheep	Per sale: 3,000 cattle
COST OF CONSTRUCTION	TBC Council budget has $4m. This will	Unknown	Unknown	$15m[14]	Approximately $24m[15]	Approximately

[11] For 2-4 trucks.
[12] Available for agistment.
[13] Source for calendar year 2021: Saleyards Operations Coordinator.
[14] Source: https://selxnsw.com.au/about/ and Administration Manager, Yass Livestock Exchange. Figure likely includes construction and land purchase.
[15] Source: https://www.thecourier.com.au/story/4679460/workers-soon-to-start-at-new-site/ and https://rlx.com.au/about-us/ .

	PROPOSED GEELONG LIVESTOCK EXCHANGE HUB	CORANGAMITE REGIONAL LIVESTOCK EXCHANGE, CAMPERDOWN	COLAC REGIONAL LIVESTOCK EXCHANGE	SOUTH EASTERN LIVESTOCK EXCHANGE, YASS	CENTRAL VICTORIA LIVESTOCK EXCHANGE, BALLARAT	WESTERN VICTORIA LIVESTOCK EXCHANGE, MORTLAKE
	need to be leveraged to attract co-investment.					$15m[16]. Most recently constructed.
OWNERSHIP	Suggest private ownership with potential Council subsidy to build and/or construct.	AAM Investment Group owned[17]	Colac-Otway Shire	SELX Operations Pty Ltd	AAM Investment Group	Western Victoria Livestock Exchange[18].

[16] Source: https://www.weeklytimesnow.com.au/agribusiness/livestock-sales/camperdown-saelyards-faces-competition/news-story/2bf62382b9124602c5458612a91f250e and https://wvlxvic.com.au/about/ .
[17] Source: https://rlx.com.au/sites/crlx-corangamite-regional-livestock-exchange/ , https://www.aamig.com.au/regional-livestock-exchanges and telephone call to site Manager.
[18] Source: http://australiansaleyards.com.au/member-saleyards/vic/western-victorian-livestock-exchange-wvlx/

NOM Item 4 - Specialist individual animal and transport vehicle weighing facilities. (Consideration should be given to the design to support other Department of Transport operations)

- Animal weighing facilities are a standard feature of existing livestock exchanges, to determine the sale price of an animal.
- The Rural Peri-uban Advisory Committee recommends cattle scales and possibly an auto drafter for sheep and lambs be considered in a Business Case, if it was to proceed.
- The cost estimate for a livestock weighing station is approximately $3,000.[19]
- A truck weighing station is located at the BP Service Station in Lovely Banks. It is opened 24 hours, 7 days a week. The weighbridge capacity takes vehicles up to b-double configurations, total length 30m, deck splits 5m or 10m. Card payments are accepted for single and return weighs.
- The cost estimate for a truck weighbridge is approximately $270,000. This figure is based on the project cost to install a truck weighbridge at Corryong Saleyards, which was completed in 2022.[20]
- The feasibility, cost and demand for a truck weighing facility would need to be further explored as part of detailed business case but may not be required.

NOM Item 5 - Designs which enable in-situ adaptable online capacity for buyers, sellers, and agents to remotely participate and access the sales (ie. Cloud based Video Conferencing and Sales Infrastructure)

- In 2020, Colac Regional Livestock Exchange trialled StockLive, a 100% Australian-owned auction and livestreaming platform. The StockLive platform which connects the saleyards with buyers from across Australia via their computers or phones.
- The City conducted an Expression of Interest process in 2021, to identify innovative digital platforms livestock exchange providers used. The digital solutions suggested by both respondents focussed on systems that are used in conventional saleyards.
- Further information is needed about current suppliers of real-time online platforms for livestock exchanges. This could be explored in a detailed Business Case.

NOM Item 6 - High level design for animal presentation, safety and welfare using automation for drafting and counting, maximizing electronic identification, artificial intelligence robotic gate operation, interface auction systems and easy-care soft flooring.

- A design brief for a livestock exchange can include these attributes, some of which are standard for livestock exchanges.
- Further information is needed about automation systems for livestock exchanges. This could be explored in a detailed business case.

[19] Source: https://www.scintex.com.au/products/digital-cage-scales?_pos=1&_sid=48a1719c8&_ss=r
[20] Source: phone conversation with staff member from National Weighbridges, Melbourne office. This figure does not include GST. Costs are relevant to 2021-2022. It is recommended that an escalation of cost of approximately 5-8% per year be considered for any forecasted costs.

NOM Item 7 - A large, roofed area to collect and recycle water, capture solar energy, and provide shelter for animals and people.

- A design brief for a livestock exchange can include these attributes, some of which are standard for livestock exchanges. This could be explored in a detailed Business Case.
- A 5-star green star rating for a facility is recommended, as a minimum, to ensure a facility follows best practice in terms of sustainability. The 5-star green star rating system is administered by the Green Building Council of Australia. It is an internationally recognised rating system setting the standard for healthy, resilient, positive buildings and places. It has been developed for the Australian environment and considers issues such as reducing impacts of climate change, enhancing health and quality of life, restoring and protecting our planet's biodiversity and ecosystems, driving resiliency in buildings, fit outs and communities, and contributing to market transformation and a sustainable economy.

NOM Item 8 - Access for all types of vehicle delivery and pickup.

- Vehicle access for all types of vehicles is a standard consideration for a livestock exchange facility.
- Further information is needed about vehicle access and movements for a Regional Livestock and Rural Information Exchange Hub and Truck Wash in the municipality once a site was identified. This could be explored in a detailed Business Case.

NOM Item 9 - Holding paddocks for transit and emergency relocation of stock and stray animals in the event of a fire or other emergency response.

- Holding paddocks are a common attribute of the physical livestock exchanges available in the region.
- The size and number of holding paddocks will impact the buffer zones required to co-locate on a mixed-use site. This could be explored in a detailed Business Case.
- The Rural and Peri-uban Advisory Committee suggests limited holding pens be provided within the livestock exchange, to limit animal welfare, biosecurity and traceability issues that may arise. This could be explored in a detailed Business Case.
- The City of Greater Geelong has one site available for holding livestock. The stock point is in Lara and is open 24 hours a day, 7 days a week.
- Under the State Emergency Management Plan, the City is required to provide holding paddocks for the management of livestock in emergencies.
- An internal review is being conducted by the Health and Local Laws team, to update the Emergency Animal Welfare and Management Plan. This is an operational plan, which guides the City on how to manage animals in an emergency.
- Part of this study will include the identification of parcels of land, where emergency management holding paddocks for livestock could be established.
- Ideally, these parcels of land would be spread in locations across the municipality, for example in Lara, the Bellarine and south of the municipality.
- Including holding paddocks in the development of a Regional Livestock and Rural Information Exchange Hub, located in the north of Geelong, could be part of providing the emergency response for livestock the City needs.

NOM Item 10 - A fodder exchange for the sale of grain and hay with the ability for quality assessment for weed and chemical free status.

- A fodder exchange is an uncommon attribute amongst the physical livestock exchanges available in the region.
- The size, loading and storage requirements of a fodder exchange will impact requirements for a site and will need further investigation. This could be explored in a detailed Business Case, however the Rural & Peri-urban Advisory Committee suggest it is not a priority and could be a service provided by the hub in the future.

NOM Item 11 - Potential to include a farmers market venue. It should encourage agribusiness, a value-add local produce visibility and outlet, and support local and regional tourism.

- The Rural & Peri-urban Advisory Committee has identified a potential income source by using a Regional Livestock and Rural Information Exchange Hub site as a farmers market venue on non-sale days.
- If a farmers market were to operate on Regional Livestock & Rural Information Exchange Hub site, it would be best to use the existing infrastructure on the site. It is not possible to reasonably estimate the potential cost of a farmers market as part of this draft scoping process.
- A listing for local farmers markets is currently available on the City of Greater Geelong's website, via Events Geelong. The active farmers markets listed on the City of Greater Geelong's website include: Beckley Park Market, Barwon Heads Market, Rotary Ocean Grove Market, Geelong Waterfront Makers and Growers Market, Belmont Market, Bellarine Farmers' Market, Drysdale Community Market, Queenscliffe Community Market, Portarlington Market, Aireys Inlet Market, North Bellarine Farmers Market, and St Leonards Market.
- Other listings of farmers markets in Geelong and the region can be found via the Farmers Market Association, which includes the South Geelong Farmers Market, the Pako Farmers Market and Golden Plains Farmers Market.
- The City has commissioned the G21 Agri Collective to deliver the Communications Plan for Reaching our Rural and Peri-urban Community.
- The Communications Plan for Reaching our Rural and Peri-urban Community includes increasing the awareness of and arranging events and regional activities to bring farmers, agribusinesses and customers together.
- The G21 Agri Collective has a solid track record running successful farmers markets to showcase producers from the region at the AFL Powercor Country Festival. The festival features a farmer's market hosted by the G21 Agri Collective. Successful events in the past (of 60,000 people through the gates) have led to the farmers market being hosted again in 2022 as part of the Round 1 Season Launch of the AFL at the Geelong and Essendon game on Saturday March 19, MCG Yarra Park (Main game).
- The agricollective.com.au website is being updated to become an online portal for rural landholders with livestock and local agribusinesses. The portal is for information sharing and networking and will include an online shop for local producers.

NOM Item 12 - Capacity to include ancillary services facilities – especially catering for small operators - drenching, vaccinating, tagging, shearing, veterinary services, artificial insemination, pregnancy testing.

- The ancillary services outlined in the NOM are an uncommon attribute amongst the physical livestock exchanges available in the region.
- An area allowance of 0.5Ha has been estimated for ancillary services at a potential hub. It is not possible to reasonably estimate the potential cost as part of this draft scoping process.
- Further information is needed about the co-location of these ancillary services on a site with a livestock exchange. However, the Rural & Peri-urban Advisory Committee suggest these ancillary services are not an immediate priority and could be provided by the hub in the future. The Advisory Committee suggests that as long as there are suitable facilities for service providers (e.g. veterinarians, shearers etc) to meet livestock owners at the hub to conduct these services, that would negate the need to have these services available at the site on a full-time basis.

2. RURAL HEALTH AND WELLBEING

NOM Item 2 - A co-located and shared multipurpose rural health and wellbeing and information exchange centre to provide opportunities for Council, State and/or Federal Departments of Agriculture, Victorian Farmers Federation, Landcare Groups, other rural focused organisations, other government departments (including aquacultural) and the rural community to meet, share and exchange information and facilitate a focus on biosecurity monitoring, agriculture extension work, rural social wellbeing and rural mental health.

- The Rural & Peri-urban Advisory Committee is supportive of a ‘Community Shed’ style facility to co-locate with a livestock exchange.
- A ‘Community Shed’ would provide an opportunity for farmers, truck drivers and members of the community to connect.
- The communal space would provide facilities much like a Men’s Shed, where people can establish a sense of community and therefore wellbeing.
- The space could be where Barwon Health and other structured health providers visit to provide information to rural residents.
- The ‘Community Shed’ could also provide a space for State and/or Federal Government Departments of Agriculture, Victorian Farmers Federation, Landcare Groups, other rural focused organisations, and other government departments (including aquacultural) to meet with the rural community and exchange information.
- Further information is needed about the co-location of a ‘Community Shed’-type facility on a site with a livestock exchange. This could be explored in a detailed Business Case.
- The size of a ‘Community Shed’-type facility will impact requirements for a site and will need further investigation. This could be explored in a detailed Business Case.
- Signposting information about existing, structured, health and wellbeing services for rural residents, would be beneficial to the Greater Geelong community. Therefore, theagricollective.com.au website will be updated to include signposted information for structured health and wellbeing services.
- The recently completed Mount Duneed Community Shed has been used as an example for this Attachment.

- The scope of that shed included the design and construction of a community shed for Men's Shed Inc and various community groups.
- The shed (see image below) is approximately 400sqm.
- It includes 60 percent non-fitted space for a workshop and 40 percent of fitted out areas for community use.
- The Shed was built from a portable frame construction.
- Existing services infrastructure were leveraged with minimal upgrades/extensions required.
- The cost of the Mount Duneed Community Shed was $645,000 (including design). Costs are relevant to 2021. It's recommended that an escalation of cost of approximately 5-8 percent per year be considered for any forecasted construction.

Image: The recently completed Mount Duneed Community Shed,

3. TRUCK WASH FACILITIES

NOM Item 3 - A "Truck Wash" for cleaning and hygiene of commercial and private transport and machinery. This facility would service livestock, grain, farm and contactor vehicles and machinery. It would also service fertiliser, ferry and Geelong Port biosecurity and other potential new users eg. caravan owners waste dumping, future waste to energy or recycling transport providers, etc.

- A truck wash is a common feature of livestock exchanges. A truck wash facility can be co-located on a livestock exchange site or be on a separate site.

- The Rural & Peri-urban Advisory Committee are supportive of a co-located truck wash facility with a livestock and information exchange hub. A co-located facility is thought to provide benefits in terms of productivity, backloading, biosecurity, potential income and future growth.
- If a truck wash was to be on a separate site, further investigation is needed of sites such as Barwon Water's Northern Water Treatment Plant, Geelong Port, and the Geelong Organics Processing Facility, to gauge interest in agreements for sites and operations.
- Initial enquires to some of these entities have indicated there is some interest in exploring the location of a truck wash facility on their land (more information is in Section 6. Land availability, below).
- It is likely that a capital contribution would be required by Council, and/or another entity, to make a truck wash facility feasible on their land.
- The feasibility, cost and demand for a truck wash to service fertiliser, ferry and biosecurity and other potential new users e.g. caravan owners waste dumping, future waste to energy or recycling transport providers, etc. would need to be further explored. The Rural & Peri-urban Advisory Committee suggest this is not a priority and these services could be explored in the future.
- There are currently truck wash facilities, which service livestock, grain, farm and contractor vehicles and machinery at Colac, Ballarat and Kyneton saleyards.
- The NOM includes multiple uses for a Regional Livestock & Rural Information Exchange Hub and Truck Wash. Locating such mixed-use facilities to attract users is an important consideration. It may be challenging to cater for all prospective users in one location i.e. Geelong Port users may be unlikely to use a truck wash facility based in a Farm Zone. And users of a livestock exchange based in a Farm Zone may not wish to travel to Geelong Port for truck wash facilities.

PART B

The issues outlined in Section B of the NOM have been divided up and addressed under the headings:

- considerations for a location;
- land availability;
- co-funding opportunities;
- costs of construction and operation of a hub;
- demand for a livestock exchange and truck wash;
- information exchange for rural and peri-urban landholders;
- operational divisions of the City; and
- what would a Business Case cover?

There are also recommendations in this section.

4. CONSIDERATIONS FOR A LOCATION

NOM item - Investigate and rank potential site locations on Council land (ie. such as: Unsold GREP land, Corio New Estate, Elcho Drainage Basin Farming Zoned precinct), Barwon Water land, and private land close to processors.

The attributes of the livestock exchange outlined in the NOM are more compatible for a Farm Zone.

Preliminary information gathered about the size and capacity of livestock exchanges in Ballarat, Colac, Mortlake, Camperdown and Yass suggests that the two exchanges most similar to the attributes outlined in the NOM are Colac and Camperdown.

Colac Regional Livestock Exchange has similar livestock exchange attributes and lot numbers outlined in the NOM as it has selling pens, receival yards, holding yards, and truck wash bays. It is a 16Ha site which receives approximately 24,600 livestock per annum[21].

Corangamite Regional Livestock Exchange Camperdown receives similar lot numbers to those outlined in the NOM; approximately 25,000 head per year. It is 3.65Ha in size.

There are no livestock exchanges researched which provide the ancillary services outlined in the NOM.

Therefore, providing a facility to service the livestock lot numbers suggested in the NOM, it is likely a Regional Livestock & Rural Information Exchange Hub and Truck Wash in Greater Geelong would require a minimum of approximately 3Ha.

A site would need to be larger to include the other services proposed in the NOM. Any future development would also need to consider capacity to adapt to demand and new opportunities.

The Environment Protection Authority (EPA) recommends a separation distance for livestock exchanges receiving greater than 500 head of 500m from residential areas.

Suitable space for traffic management, site services and parking would also need to be considered. The management of trade waste will need to be considered in relation to lot sizes. The NOM requests that any future development would also need to consider capacity to adapt to demand and new opportunities.

[21] Source: https://www.mla.com.au/globalassets/mla-corporate/prices--markets/documents/saleyard-surveys/mla-nlrs-saleyard-survey-2020-11.pdf , sheep and cattle recorded through Colac for the year 2019-2020

A selected site needs to avoid land use conflicts with existing and future residential areas and existing dwellings in the rural areas.

Planning considerations including roads, appropriate drainage, access to arterial road network(s), landscaping, buffers from sensitive uses, cultural heritage, a noise and odour assessment and native vegetation removal as a starting point. A full Planning due diligence would need to be conducted for any chosen site to confirm planning consideration.

The size and scale of the proposed Regional Livestock & Rural Information Exchange Hub and Truck Wash may require support from the Victorian Planning Minister and may or may not attract funding from state or federal government sources.

Approximate land size requirements

PROPOSED GEELONG LIVESTOCK & INFORMATION EXCHANGE HUB ATTRIBUTES	APPROXIMATE LAND SIZE REQUIRED
Livestock Exchange, with undercover holding pens, ramps, holding yards, loading/unloading facilities	0.5Ha
Holding yards for stock including for emergency holding (assumed four holding paddocks)	0.5Ha
Meeting place/'Community Shed'	0.25Ha
Site buffers, parking, access roads, site services, management of trade waste	1Ha
Ancillary services: fodder exchange and services especially catering for small operators, such as drenching, vaccinating, tagging, shearing, veterinary services, artificial insemination, pregnancy testing	0.5Ha[22]
Truck Wash	0.25Ha
TOTAL:	**3Ha**

Recommendation:

- A Farm Zoned site of approximately 3Ha is required for a Regional Livestock & Rural Information Exchange Hub and Truck Wash in Greater Geelong.

[22] Not considered to be a priority by the Rural & Peri-urban Advisory Committee, as this stage.

5. LAND AVAILABILITY

The NOM outlined several sites for a Regional Livestock & Rural Information Exchange Hub and Truck Wash. These sites have been explored to identify what is currently available and what would be suitable.

There are several parcels of public and private land which have been identified and could be explored in a detailed Business Case.

Sites potentially available for a Regional Livestock & Rural Information Exchange Hub and Truck Wash - require further exploration

- *Elcho Drainage Basin Farm Zone precinct* – there is potentially a suitable area of land in the south east corner where Production Way and Broderick Road meet. This land is in a Farm Zone and provides a suitable buffer (i.e. 500m or more) between industrial/commercial use and residential use, for a hub requiring a 3Ha site. This area will require planning permission for a Regional Livestock & Rural Information Exchange Hub and Truck Wash. The area will also likely need EPA Works Approval. A truck wash could be co-located here, however more needs to be known about how trade waste would be managed appropriately.

Image: Elcho Drainage Basin and adjoining land, shaded in orange

- The decommissioned Corio Landfill site – on the East side of Biddlecombe Ave, Corio.
  - This land is in a Public Park Recreational Zone. Changing the zoning to Farm Zone can take up to 3 years.
  - The site provides a suitable buffer (i.e. 500m or more) between industrial/commercial use and residential use, for a hub requiring a 3Ha site.
  - Existing infrastructure includes a truck weighbridge, a gate house, and a site office building. The site is also close to on and off ramps from Melbourne Freeway.

- Infrastructure upgrades would be required as water cannot be discharged off this site. A Post Closure Pollution Abatement Notice (issued by the EPA) applies to this site. This requires an EPA appointed environmental auditor visit the site annually. The site requires regular monitoring (every three months) and reporting. Any development would need to fit within this overlay.
- This area will require planning permission for a Regional Livestock & Rural Information Exchange Hub and Truck Wash. The area will also likely need EPA Works Approval. A truck wash could be co-located here, however more needs to be known about how trade waste would be managed appropriately.

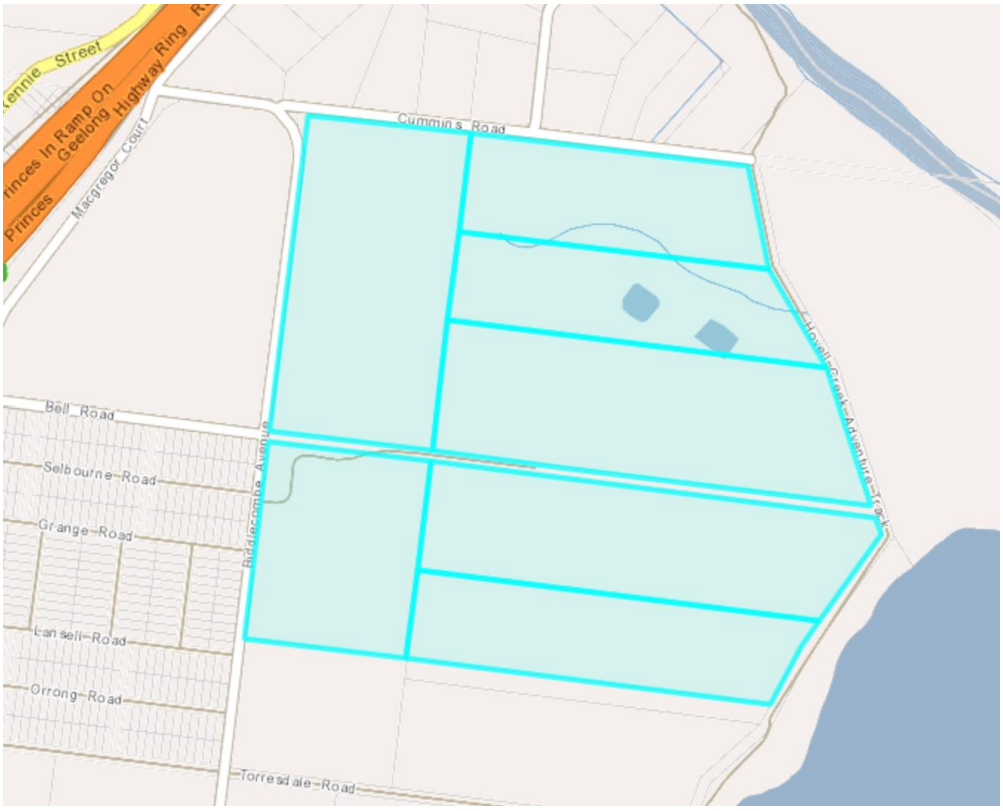

Image: Old Corio Landfill site, Biddlecombe Ave, Corio, shaded in blue.

Image: Aerial view of old Corio Landfill site, Biddlecombe Ave, Corio.

- Unsold Geelong Ring Road Employment Precinct (GREP) land – there is both private and City owned land in the GREP.
    - All the City owned land that could be developed has been sold or is under contract except the New Station Estate area, which is in the Southeast corner of the GREP.
        - *New Station Estate land* – this area is an old and inappropriate residential estate located within the GREP boundaries. The Council has been conducting a voluntary purchase scheme of this land since 2002. The objective is to assemble the land to facilitate development, including drainage wetlands, new road networks and service industrial lots. There is a New Station Estate Restructure Plan in place. A Public Acquisition Overlay has been applied to privately owned properties. The compulsory acquisition or purchase by agreement is now being completed. A planning permit for its redevelopment is being prepared and it will be sold as Industrial 1 zoned land[23]. This land could be considered, however there will be land use risks associated with accommodating a Livestock Exchange & Rural Information Exchange Hub surrounded by industrial uses. A comprehensive assessment would be required from a land use planning perspective.
        - *New Corio Estate land* – also an old inappropriate residential estate, located on the eastern side of the Geelong Ring Road (near Geelong Grammar). The City introduced a voluntary purchase scheme in 2002, to purchase the allotments from the property owners, by agreement. In April 2013, the Minister for Environment and Climate Change approved a native vegetation plan designed to protect native grasslands in the New Corio Estate. The Council continues to hold the land for this purpose. The New Corio Estate and surrounding land was zoned Farm Zone, however as the City acquires lots, they are rezoned to Public Conservation Zone[24]. This land is therefore unsuitable for the uses outlined in the NOM.

[23] This information was published in a Councillor Update, GREP, New Station Estate and New Corio Estate overview, by Property, Procurement and Assets, dated 16 February 2022.
[24] This information was published in a Councillor Update, GREP, New Station Estate and New Corio Estate overview, by Property, Procurement and Assets, dated 16 February 2022.

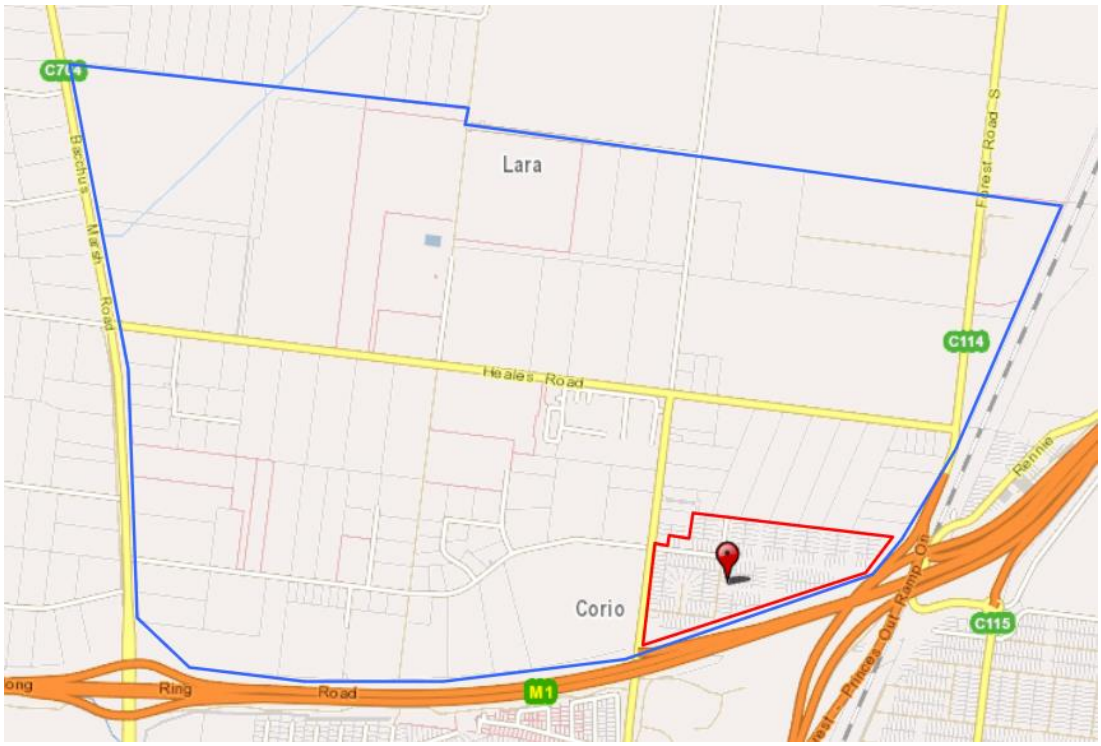

Image: Location Map of the New Station Estate (within red markup). GREP boundary is shown within blue markup.

Image: Location Map of the New Corio Estate (within green markup)

- Private land close to processors – MC Herd is the closest processor for Greater Geelong. It is adjacent to a residential area. Further information is required about the availability and value of private land around the MC Herd site.
- Private land on the Bellarine, near Lara and near Anakie - there are very few lots in Farm Zone areas for commercial purposes currently available on the Bellarine. Further information is required about the value of private land around Lara, Anakie and on the Bellarine.
- VIVA Energy new energies service station project – further information is needed about the availability of land for a truck wash at this new facility, if this was pursued as a standalone facility.
- Geelong Port - further information is needed about the availability of land for a truck wash at this location. This is being investigated with Geelong Port, in the event this was pursued as a standalone facility.
- Barwon Water land - Barwon Water generates recycled water at the Northern Water Plant, 268 Station St, Corio. Recycled water is currently made available to Stead Park (across the road) and VIVA, so it could potentially be made available for a truck wash. This opportunity requires further investigation, in the event this was pursued as a standalone facility.

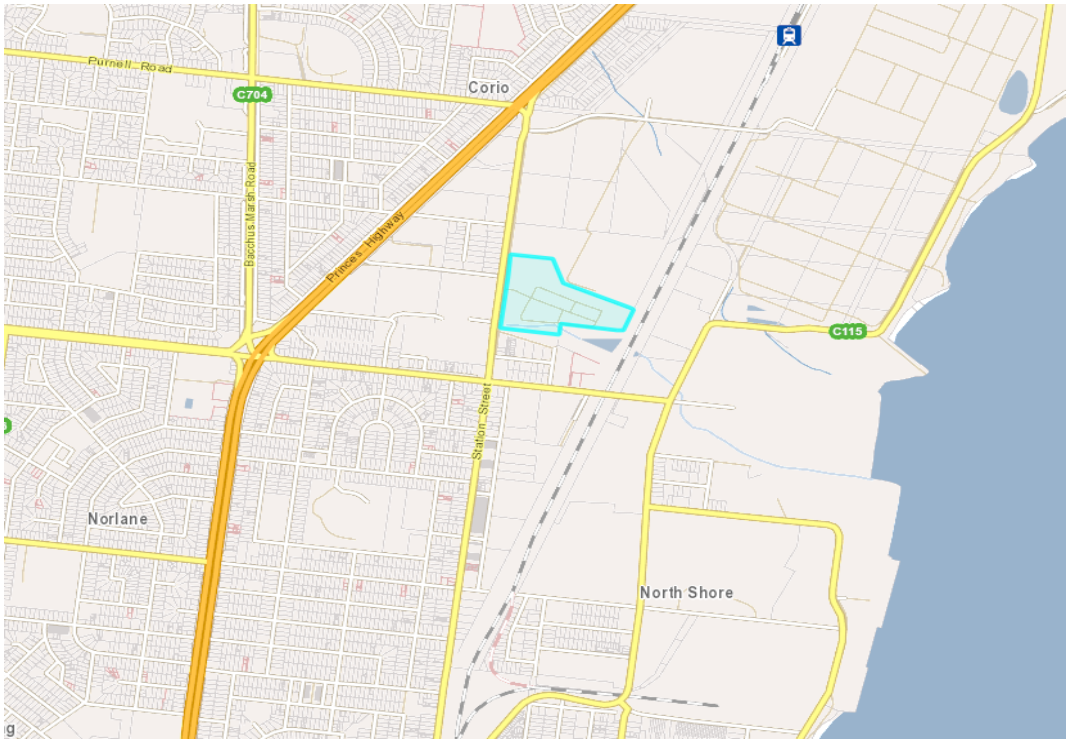

Image: Northern Water Plant, Barwon Water, 268 Station St, Corio, shaded in blue

Recommendations:

If Council were to progress a detailed Business Case process, include:

- Investigating the availability and suitability of a parcel of land in the Elcho Drainage Basin Farm Zone precinct, at the corner of Production Way and Broderick Road and the former Corio landfill site at Biddlecombe Avenue Corio for a Regional Livestock & Rural Information Exchange Hub and Truck Wash for Greater Geelong.

- Undertake and a comprehensive land use planning assessment of the suitability of the New Station Estate Land/GREP and its compatibility to neighbour existing and future industrial land uses.
- Investigate further the prospects of developing a separate truck wash at Barwon Water's Northern Water Plant at 268 Station St, Corio, VIVA Energy new energies service station project and at the Geelong Port.

6. CO-FUNDING OPPORTUNITIES

NOM item - Investigate co-funding opportunities, advocacy and messaging and responsibilities including State and Federal Govt Depts of Agriculture, Transport, Economic Development, Environment, and other private entrepreneurial operators.

There are no easily identifiable funding programs currently available to support the construction or operations of a Regional Livestock & Rural Information Exchange Hub and Truck Wash.

However, advocacy to state and federal governments may identify opportunities to leverage the $4 million Council budget allocated for a Regional Livestock & Rural Information Exchange Hub and Truck Wash.

Questions of financial viability, the need for ongoing investment, OH&S challenges and surrounding urban development are issues that saleyards across Victoria have or are facing to various degrees.

The general response to these challenges across Victoria has been to see the private equity funding of large regional saleyards replacing the smaller council run yards. Investors have been prepared to build state-of-the-art saleyards with the intention of capturing significant market share to provide expected returns on funds invested. For the future viability, and to ensure support, a new model is needed to service the G21 region that effectively addresses the needs of the peri-urban farmer with the larger scale producer comfortably catered for via other offerings.[25]

The Geelong Saleyards was temporarily closed for sheep and cattle sales in August 2016 due to safety concerns with the condition of the facility. A structural engineer's report and an Occupational Health and Safety report identified risks to users and livestock. The Geelong Saleyards permanently closed to the sale of sheep and cattle on 31 August 2017. The poultry sales ceased 30 July 2018.

7. COSTS OF CONSTRUCTION AND OPERATION OF A HUB

NOM item - Investigate design costs, capital cost and operational budgets of the facility. Consideration should be given to options including a subsidised service, owned by the City and fully operated by a contractor/consortium, that would develop and set an operational timetable.

Construction costs to build a Regional Livestock & Rural Information Exchange Hub and Truck Wash in Greater Geelong which fulfils the attributes outlined in the NOM, are yet to be confirmed.

A detailed Business Case would need to consider existing Council budget ($4 million) and any available funding which could be leveraged from approaching state and federal government.

The saleyards comparison tables above outline the costs of construction of existing livestock exchanges, for information. The most recent developed in Victoria was Mortlake which is reported to have cost approximately $15 million several years ago. A potential facility to meet the proposed

[25] Source: *Local Livestock Market Analysis*, Mercado, 2017, https://www.geelongaustralia.com.au/common/public/documents/8d49b97ad1d8082-Geelong%20Local%20Livestock%20Market%20Analysis.pdf

volumes is likely to require a smaller facility than Mortlake, however the NOM proposed additional infrastructure to that provided in Mortlake.

The cost of ongoing operations for a hub have not been identified.

Construction and operations costs need to take into consideration the provision of ancillary services such as a 'Community Shed' facility, and/or future facilities catering for small operators such as drenching, vaccinating, tagging, shearing, veterinary services, artificial insemination, and pregnancy testing.

To establish confirmed costs, a full conceptual design with costs would need to be completed. In addition, a Business Case would confirm the cost of ongoing operations and potential ownership arrangements.

Ownership arrangements for existing livestock exchanges vary between Council owned, private ownership, and a combination of the two through lease agreements.

Information provided by Colac Otway Shire shows there has been a decline in throughput over the past 10 years primarily due to a decrease in the total number of head on-farm regionally and an increase in selling direct to hook or direct from paddock. Throughput at Colac Saleyards has reduced from roughly 45,000 to 23,000 head annually. Over the past 5 years, Colac Saleyards has made a small operational profit ranging from $20,000 - $90,000 per annum. The facility had been a net cost to Council due to an annual loan repayment for the saleyards roof of approximately $110,000. There are now other infrastructure items at the Colac Saleyards which also require upgrade or renewal.

An operational timetable is not available until the confirmed functions of a hub are known.

Estimated construction and land costs

DESCRIPTION	COST ESTIMATE
Livestock Exchange construction	$TBC
Community Shed construction	$645,000[26]
Ancillary services construction	$TBC[27]
Truck wash construction	$1 million[28]
Truck weighbridge	$270,000[29]
Land for livestock exchange and Hub (purchased)	$TBC
Land for Truck Wash (if purchased)	$450,000[30]

[26] This figure is based on the recently completed Mount Duneed Community Shed. The cost of the Mount Duneed Community Shed was $645,000 (including design). Costs are relevant to 2021. It is recommended that an escalation of cost of approximately 5- percent per year be considered for any forecasted construction. See more information on page 10.
[27] Not a priority identified by the Rural & Peri-urban Advisory Committee as this stage.
[28] Source: Land acquisition cost, modelled for Option D - New Facility in LGA operated by Partner with Council, referenced in *Livestock Truck Wash Options Analysis and Recommendation* report, KPMG, 2021
[29] Source: phone conversation with staff member from National Weighbridges, Melbourne office. This figure does not include GST. Costs are relevant to 2021-2022. It is recommended that an escalation of cost of approximately 5-8 percent per year be considered for any forecasted costs.
[30] Source: Land acquisition cost, modelled for Option D - New Facility in LGA operated by Partner with Council, referenced in *Livestock Truck Wash Options Analysis and Recommendation* report, KPMG, 2021

DESCRIPTION	COST ESTIMATE
Land for Truck Wash (if leased)	$TBC

8. DEMAND AND SUPPLY FOR A LIVESTOCK EXCHANGE AND A TRUCK WASH

Since the closure of the Geelong Saleyards, local peri-urban livestock farmers have voiced concerns about logistical and cost issues with transporting livestock to livestock exchanges in Colac, Ballarat and Mortlake. This is largely attributable to the smaller number of animals being sold per lot, the producer's lack of transport infrastructure and the distance to the available facilities.[31]

The City has commissioned several studies to investigate the level of demand for a livestock exchange in the municipality. The most recent was a Feasibility Study for an innovative livestock and information exchange and Livestock Truck Wash Options Analysis.[32]

The Feasibility Study for an innovative livestock and information exchange found that a livestock exchange is not commercially viable without a subsidy from Council.

The Livestock Truck Wash Options Analysis report found that a truck wash facility is not commercially viable without a subsidy from Council.

The NOM suggests that Council is looking to establish what subsidies would be required from Council to construct and operate a livestock exchange facility in the municipality.

9. INFORMATION EXCHANGE FOR RURAL AND PERI-URBAN LANDHOLDERS

NOM item - A complementary website/online presence for the City of Greater Geelong Regional Livestock & Rural Information Exchange Hub which is friendly to both newcomers and long-term operators, including information and recommendations on environmental and agricultural best practices.

- The Ruran and Peri-urban Advisory Committee approved the Communications Plan for Reaching our Rural and Peri-urban Community. The Communications Plan was an agreed outcome of the Feasibility Study for a multi-purpose livestock & information exchange.
- The Feasibility Study for a multi-purpose livestock & information exchange identified there is a need to increase awareness of alternative methods for buying and selling livestock, and to improve accessibility to and awareness of important environmental and biosecurity information for peri-urban farmers.
- The Communications Plan targets rural and peri-urban landowners, small farm operators and agribusiness workers.
- Various methods including digital, print media and face-to-face events will be used to:
  - increase awareness about methods for buying and selling livestock;
  - improve accessibility to and awareness of important environmental (including climate change), farm management, livestock management, and biosecurity information for peri-urban farmers;
  - Increase awareness about mental health and wellbeing services; and

[31] *Feasibility Study for a multi-purpose livestock & information exchange - Final Report,* RMCG & Dench McCLean Carlson, June 2021.

[32] Other studies include *Local Livestock Market Analysis – Geelong Saleyards*, Mecardo (March 2017) and *Geelong Saleyards – Stakeholder Workshop Report of Outputs*, Kismet Forward (November 2016).

  - increase awareness about alternative truck wash facilities within the region.
- Existing information will be signposted, such as state and federal government sources (e.g. Agriculture Victoria, Sustainability Victoria, EPA), Victorian Farmers Federation, Landcare Groups, and Catchment Management Authorities.
- The Communications Plan for Reaching our Rural and Peri-urban Community includes increasing the awareness of and arranging events and regional activities to bring farmers, agribusinesses and customers together.
- Theagricollective.com.au website is being updated to become an online portal for rural landholders with livestock and local agribusinesses. The portal is for information sharing and networking and will include an online shop for local producers.
- The City has commissioned the G21 Agri Collective to deliver the Communications Plan for Reaching our Rural and Peri-urban Community. This contract is for one year, with two plus one year options (pending annual performance reviews).

NOM item - Report on the progress and potential of merging the proposed Rural Living Information Platform project which identifies using current resources, existing G21 online capabilities, and focusses on the identified areas resulting from the consultation of the study eg. best practice land management, current livestock solutions, access to current available information, Council programs and resources into the hub project.

The following resources were mentioned either in the NOM or by the Rural & Peri-urban Advisory Committee.

These resources will be reviewed as potential sources of information while theagricollective.com.au website content is being updated, which is already under way:

- *Rural Living What to Expect.* A brochure published by Surf Coast Shire's Rural Development Committee. The brochure provides information about the 'real experience' of residential living in a rural area, needs and responsibilities, and where to get help. An online version can be accessed here: https://www.yumpu.com/en/document/view/27916730/rural-living-what-to-expect-surf-coast-shire
- *Agriculture Matters.* This is an online resource for rural residents in the Mornington Peninsula. The website provides information to landholders in the form of fact sheets, information about the Food Industry Advisory Body, farm gates, Silage Wrap Recycling, Resources and links. More information is available at: https://www.mornpen.vic.gov.au/About-Us/Business-Economy/Agricultural-Matters
- *Rural Living Portal* developed by University of Melbourne. This is a Department of Rural Health (DRH) Rural Living Portal, which offers a range of accommodation and financial student support packages for placements in rural locations all around Victoria. Students can apply for accommodation and/or financial support from the website. See information at: https://umelbrh.starrezhousing.com/StarRezPortal/66114EF1/1/1/Home-Welcome_to_the_Rural?UrlToken=768F70F7.

10. OPERATIONAL DIVISIONS OF COUNCIL

NOM item - Identify the best operational division(s) of Council that rural strategy, the proposed rural hub site, facilities, services and operations can sit under.

Providing services for Greater Geelong's rural ratepayers sits across three directorates within the City, including City Planning & Economy, City Services and Community Life. It is recommended the existing approach to support rural communities continues, where subject matter experts consider relevant issues, as is the case for all members of the community.

Documents that should be considered in relation to the discussion about a Regional Livestock & Rural Information Exchange Hub and Truck Wash include:

- *Feasibility Study for an innovative livestock and information exchange*, RMCG-Dench McClean Carlson (2021);
- *Livestock Truck Wash Options Analysis and Recommendation*, KPMG (2021);
- *Local Livestock Market Analysis – Geelong Saleyards*, Mecardo (March 2017); and
- *Geelong Saleyards – Stakeholder Workshop Report of Outputs*, Kismet Forward (November 2016).

There are multiple strategies which relate to Greater Geelong's rural areas and the residents living here, produced by the City or other stakeholders. These strategies include:

- Our Community Plan 2021-2025 (City of Greater Geelong);

- Municipal Public Health and Wellbeing Plan 2018-2021 (City of Greater Geelong);
- Sustainability Framework and Action Plan 2022-2022 (City of Greater Geelong);
- Social Infrastructure Plan – Generation One 2020-23 (City of Greater Geelong);
- Social Infrastructure Planning and Investment Policy 2020 (City of Greater Geelong);
- Social Equity Framework (Draft) (City of Greater Geelong);
- Climate Change Response Plan 2021-2030 (City of Greater Geelong);
- Rabbit Action Plan 2021-2026 (Draft) (City of Greater Geelong);
- Environment Strategy 2020-2030 (City of Greater Geelong);
- Avalon Corridor Strategy (Draft);
- Planning for Melbourne's Green Wedges and Agricultural Land project (Victorian Government);
- G21 Sustainable Agribusiness Strategy 2017-2022 (G21 Regional Alliance); and
- All relevant Acts and Regulations.

11. WHAT WOULD A BUSINESS CASE COVER?

The content of this document addresses the items in the original NOM It also outlines items or issues requiring further exploration.

If Council proceeds with a business case the scope of works could include the following items, which were identified during the draft Scoping Business Case process:

- Site selection: several possible sites require further investigation, including Council owned land at Elcho Drainage Basin Farm Zone precinct, and the decommissioned Corio Landfill site. Preference is for a location on the north side of Geelong.
- Undertake a comprehensive land use planning assessment of the suitability of the New Station Estate Land/GREP and its compatibility to neighbour existing and future industrial land uses.
- Land requirements for a livestock exchange hub and truck wash are approximately 3 Ha.
- A hub with a livestock exchange will need to be situated in a farm zone.
- The hub facility needs to be suitable for lifestyle farmers with livestock, and peri-urban farmers with livestock largely from the Bellarine; with the ability to service some larger holders of livestock (up to 300 head).
- The livestock exchange should have capacity to receive up to 1,000 sheep and 50 cattle (a day), with mixed animal sales (including cattle, sheep, horses, alpaca, goats etc) possible on the same day.
- The hub facility is to include undercover holding pens for sheep, cattle and other livestock; open air holding pens for livestock, ramps, administration office, community shed, parking for cars and trucks, truck wash, holding yards (for temporary receival and emergency management of livestock), loading and unloading facilities.
- A 5-star green star rating for a facility is recommended as a minimum, to ensure the facility follows best practice in terms of sustainability.
- The EPA recommends a separation distance for livestock exchanges receiving greater than 500 head of 500m, from residential areas.
- Suitable space for traffic management, site services and parking would also need to be considered. The management of trade waste will need to be considered in relation to lot sizes.

- The NOM requests that any future hub and truck wash development would also need to consider capacity to adapt to demand and new opportunities.
- A selected site needs to avoid land use conflicts with existing and future residential areas and existing dwellings in the rural areas.
- Planning considerations include roads, appropriate drainage, access to arterial road network(s), landscaping, buffers from sensitive uses, cultural heritage, a noise and odour assessment and native vegetation removal as a starting point. A full planning due diligence would need to be conducted for any chosen site to confirm planning considerations.
- The size and scale of the proposed Regional Livestock & Rural Information Exchange Hub and Truck Wash may require support from the Victorian Planning Minister and may or may not attract funding from state or federal government sources.
- Future opportunities which could be developed for the hub include a fodder exchange, access to the truck wash by private and other vehicles, ancillary services (drenching, vaccinating, tagging, shearing, veterinary services, artificial insemination, pregnancy testing), farmers market and a truck weighing station.
- Suitable to support for consideration by both the Federal and State Governments, including Treasury requirements.

RMCG

DENCH McCLEAN CARLSON
Corporate Advisory

JUNE 2021

Feasibility study for a multi-purpose livestock & information exchange

FINAL REPORT

City of Greater Geelong

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Summary, conclusions and recommendations

THE NEED FOR A STUDY

The Geelong region is experiencing significant growth in population and expansion of residential housing into previous farming land. This change in land use and reduction in large-scale farming properties has resulted in reduced demand for some services to agriculture and a subsequent reduction in their provision. This included the closure of the Geelong Saleyards.

This closure has required peri-urban farmers (those adjacent to the urban fringe) in the region, who previously used this facility, to find alternative livestock selling and buying options. While alternative options were understood to be largely adopted, there was some level of community concern that the available options did not adequately address current or future need, and issues remained for the region's agricultural producers following the closure of the local facility.

There have been some options developed to resolve these issues, however there is a need to gather sufficient evidence to fully understand the problem, so options can by fully evaluated and their feasibility tested.

PROJECT OBJECTIVES

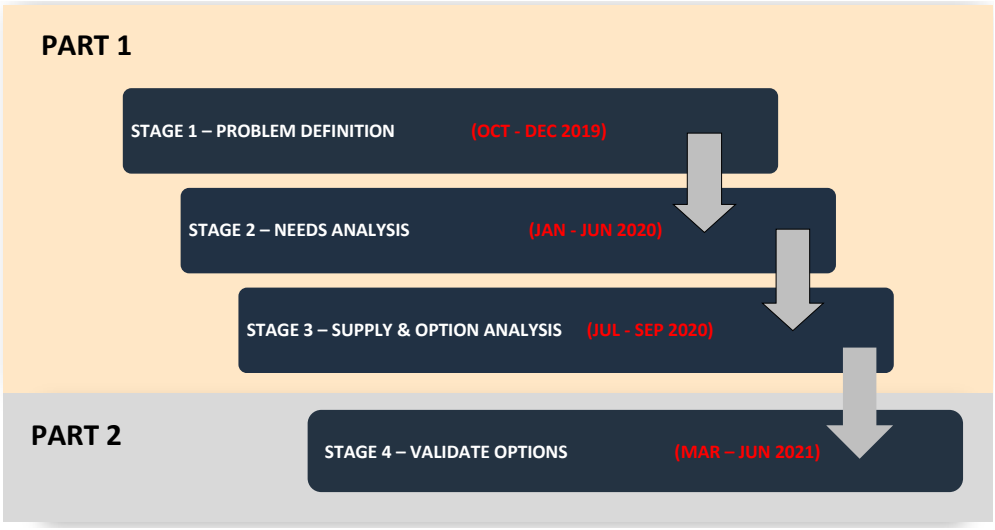
Therefore, the original objectives of the project were to:

1. Develop an understanding of peri-urban agriculture in the study area
2. Collect evidence (data and analysis), related to the current demand for a multi-purpose livestock and information exchange in the study area
3. Test the underlying problems experienced by peri-urban farmers through extensive community engagement
4. Collate and analyse information regarding the existing supply and use of available services, and programs to peri-urban farmers in the broader study area
5. Develop a short list of options that respond to the farmer's needs, and conduct a community engagement process to test and seek feedback regarding these options
6. Complete a cost/benefit analysis and location/implementation analysis to test the feasibility of the preferred options
7. Report the recommended options to the Project Manager and the Rural and Peri-urban advisory sub-committee.

As a result of the outcomes of the first three stages of this project (refer to section 1.4 and the relevant chapters), it was agreed that it would not be appropriate to proceed with meeting objective 6.

A FOUR-STAGED APPROACH

The project was delivered in four stages over a twenty-one month period from October 2019 to June 2021.



HOW TO READ THIS REPORT

The project was broken into four stages (refer to section 2 for more detail). The output of each stage was presented to the City and its Rural and Peri-urban Advisory Committee (the Advisory Committee) before proceeding with the next stage, so the output of each stage further informed the planned purpose and approach of the subsequent stage.

The four stages and when they were reported to the Advisory Committee were:

1. Problem definition - December 2019
2. Needs analysis - June 2020
3. Supply & Option analysis - September 2020
4. Validate options - June 2021.

Whilst this is the final report of the project, it is, in fact, the fourth in a series of reports that have reported on each stage of the project over a twenty-one month period. As such, it is a complete compendium of the three previous reports, including their contents, analysis, conclusions and recommendations, as they were reported at the time, plus the purpose, approach, findings and conclusions of stage 4 of the project.

The purpose of Stage 1 was to define “the problem” or identify issues by undertaking research and engagement at a regional level, that provided clear evidence of the demand for services by peri-urban farmers in the region. Thus, the findings of Stage 1 (refer to sections 3 & 4) helped define and refine what was required in Stage 2.

Stage 2 (refer to sections 5 & 6) sought to undertake more specific research and engagement with landholders and community members to provide clear evidence of the demand for services by peri-urban farmers in the study area. The survey results are reported as a combination of the actual number of responses received and as a percentage of the total number of valid responses received. This differs for each question, as some questions only applied to some respondents, e.g. questions regarding livestock sales only applied to those respondents with livestock.

The purpose of Stage 3 (refer to section 7) was to examine the services currently available to meet the demands identified in Stage 2, identify gaps in meeting these demands and recommend options to address these gaps. An analysis of existing facilities and services (both online and physical) provided to peri-urban farmers in the region was undertaken to establish what was currently available and how much these facilities and services were currently utilised.

The purpose of Stage 4 (refer to section 8) was to validate the preferred options recommended in Stage 3 via further community engagement. It was agreed that the City's Have Your Say website was the most appropriate engagement tool to use.

Thus, the report provides a chronology of events over the life of the project (refer to the following project timeline) and it is important that it is read and interpreted in that way, i.e. preliminary conclusions drawn in the earlier stages of the project informed what work was done next and should not be read as a final conclusion of the project. In fact, the arbitrary use of excerpts from the earlier stages of the report without due acknowledgement of the context at the time and the final conclusions drawn would be a misrepresentation of the findings of the project and a disservice to all in the community who contributed to it.

The final conclusion and recommendations of this project are those drawn at the end of stages 3 and 4 (refer to sections 7.7 and 8.6).

PROJECT TIMELINE

MONTH	TASKS
STAGE 1 – PROBLEM DEFINITION	
October 2019	Project commenced & presentation to Advisory Committee
November 2019	Data collection
December 2019	Stakeholder engagement, Stage 1 report & presentation to Advisory Committee
STAGE 2 – NEEDS ANALYSIS	
January 2020	Survey design
February 2020	Survey launched & focus groups
March 2020	Survey extended
April 2020	Telephone interviews
May 2020	1,000 surveys direct mailed
June 2020	Stage 2 report & presentation to Advisory Committee
STAGE 3 – SUPPLY & OPTIONS ANALYSIS	
July 2020	Research
August 2020	Research & Stage 3 Report
September 2020	Presentation to Advisory Committee
PROJECT RECESS	
October 2020	Project recess due to Council caretaker provisions, Council election and renewal of Advisory Committee membership
November 2020	
December 2020	Project recess due to desire for engagement activities to avoid the holiday period
January 2021	
STAGE 4 – VALIDATE OPTIONS	
February 2021	Determine engagement approach
March 2021	Survey design
April 2021	Have Your Say survey
May 2021	Final report
June 2021	Project completed

PERI-URBAN PROFILE

The study area (refer to Figure 1-1) was defined as the Statistical Areas of Golden Plains North, Golden Plains South, Lara, Geelong, Surf Coast and Winchelsea, which approximate the local government areas of the City of Greater Geelong, Golden Plains Shire and Surf Coast Shire. It was agreed to exclude Colac Otway Shire from the study area, as Colac has a livestock exchange.

Figure 1-1: Statistical Areas used in data analysis

The Australian Bureau of Statistics (ABS) identified a total of 616 agricultural properties in the study area with an Estimated Value of Agricultural Operations (EVAO) greater than $40,000 in 2016. This is only 4% of the total number of rural properties in the study area (14,970) and a number equivalent to only 50% of the total number of properties greater than 100 hectares in size (1,246). Thus, it is obvious that many “agricultural properties”, as defined by the ABS, consist of more than one “rural property” and that the majority of “rural properties” are not engaged in agricultural production, or if they are, have an EVAO less than $40,000.

The data also shows that 75% of agricultural properties in the study area have an EVAO less than $350,000, which is considered by many in the agricultural industries to be the absolute minimum EVAO required for a stand-alone commercial farm business.

Furthermore, it is highly likely that many of the agricultural properties with an EVAO of less than $150,000 (51%) would be operated part-time, in addition to another income generating activity (such as wages or other business income). This is consistent with the known characteristics of peri-urban farming communities elsewhere in Australia.

477 or 77% of all agricultural properties in the study area carry livestock, which may include dairy, beef, sheep or mixed enterprises, but does not include the intensive animal industries, such as pigs and chickens. Importantly, only 65 or 11% of these properties are located in Geelong and Surf Coast Statistical Areas, i.e. in the main peri urban areas of the study area. The balance of agricultural properties which carry livestock are

located in the Golden Plains North, Golden Plains South and Winchelsea Statistical Areas, which are further from the peri-urban fringe and closer to alternative livestock exchanges at Colac and Ballarat.

CONCLUSIONS

The analysis of the available data to describe the peri-urban profile shows that:

- There are some limitations in the ABS data, particularly in relation to smaller landholders and producers, as the ABS have increased the EVAO for data collection from $5,000 to $40,000, since 2016
- However, GIS data shows that there are 14,970 rural properties in the study area, of which 86% are less than 50 hectares in size and that the majority of these smaller rural properties are located in the peri-urban area adjacent to the urban and coastal fringe of the City and Surf Coast Shire
- 75% of agricultural properties in the study area have an EVAO less than $350,000, which is considered by many in the agricultural industries to be the absolute minimum EVAO required for a stand-alone commercial farm business
- Furthermore, it is highly likely that many of the agricultural properties with an EVAO of less than $150,000 (51%) would be operated part-time, in addition to another income generating activity (such as wages or other business income)
- 477 or 77% of all agricultural properties in the study area carry livestock, which may include dairy, beef, sheep or mixed enterprises, but does not include the intensive animal industries, such as pigs and chickens, and only 65 or 11% of these properties are located in the Geelong and Surf Coast Statistical Areas, i.e. in the main peri urban areas of the study area
- There were 40,873 cattle and 847,411 sheep in the study area in 2018 with 83% of sheep and cattle located in the Winchelsea, Golden Plains South and Golden Plains North Statistical Areas
- However, sheep numbers have increased in Surf Coast and Geelong and cattle numbers have decreased in Geelong and Lara, but shown a steady increase in Surf Coast.

STAGE 1 – PROBLEM DEFINITION

The purpose of Stage 1 was to define “the problem” or identify issues by undertaking research and engagement at a regional level, that provided clear evidence of the demand for services by peri-urban farmers in the region.

The peri-urban profile demonstrated that, despite the limitations of the data, most (75%) of the livestock in the region are located close to existing livestock exchanges at Colac and Ballarat. However, it also shows that there are a large number of small livestock producers located in the peri-urban area adjacent to the urban and coastal fringes of Geelong, Surf Coast and the Bellarine Peninsula. This is significant in terms of understanding the potential demand for a multi-purpose livestock exchange in the Geelong area.

Thus, to further define “the problem” the project engaged directly with key industry stakeholders to develop an understanding of the trends, issues and opportunities along the supply chain in the region.

Many of the industry stakeholders interviewed perceived that smaller livestock producers may be more likely to be non-compliant with animal traceability regulations and that this might lead to a greater biosecurity risk. However, there is little evidence to quantify the level of non-compliance (availability of relevant data) and the potential impacts of this perception.

Agriculture Victoria provided data regarding the number of active Property Identification Codes (PIC) registrations in the study area. However, the data presented was imperfect because of the difficulties outlined in the peri-urban profile, regarding the accurate number of small livestock producers in the study area. It also does not account for the regulatory environment in Victoria, which allows a producer to maintain livestock on more than one property within the same, or neighbouring localities, and operate under one PIC registration.

Thus, in RMCG's opinion, the data presented exaggerates the potential level of non-compliance because it would include many rural properties that do not have livestock, however, it does demonstrate that there is most likely some non-compliance in the study area and that it may be greater in the Geelong, Lara and Surf Coast Statistical Areas, i.e. those areas on peri-urban and coastal fringe of the study area.

Anecdotal evidence also suggests that peri-urban livestock farmers in the study area are facing some logistical and cost issues with the transportation of livestock to the available livestock exchanges in Colac, Ballarat and Mortlake. This is largely attributable to the smaller number of animals being sold per lot, the producers lack of transport infrastructure and the distance to the available facilities.

Therefore, it is very difficult to quantify the degree of the perceived problems faced by peri-urban farmers and the impact of these perceived problems, e.g. non-compliance and biosecurity risk. However, the interviews we conducted and the data we accessed, suggests that these issues require further investigation.

CONCLUSIONS

We concluded from our initial engagement with the key stakeholders in the study area that there were five key issues that required further research in Stage 2. Those issues and our preliminary conclusions about them from this initial engagement were:

1. **The large number of livestock properties in the study area**
   - Most (75%) of the livestock in the region are located close to existing livestock exchanges at Colac and Ballarat, however there are a large number of small livestock producers located in the peri-urban area adjacent to the urban and coastal fringes of Geelong, Surf Coast and the Bellarine Peninsula, which is significant to understanding the potential demand for a multi-purpose livestock exchange
2. **Compliance issues with smaller livestock producers creating an increased biosecurity risk**
   - There is a level of non-compliance amongst the large number of small livestock-producers in the study area, however, due to the lack of relevant data we were unable to quantify the level of non-compliance and estimate the potential impact of a biosecurity incident
3. **Logistic and cost issues associated with the use of the available livestock exchange facilities**
   - Anecdotal evidence suggests that peri-urban livestock farmers in the study area are facing logistical and cost issues with the transportation of livestock to the available livestock exchanges in Colac, Ballarat and Mortlake. This is mostly due to the smaller number of animals being sold per lot, the producers lack of transport infrastructure and the distance to the available facilities
4. **A reduction in programs and activities to support peri-urban farmers in the region**
   - Key stakeholders believe many small rural property holders do not understand best practice, particularly in relation to compliance, animal health and welfare, and land management (including control of weeds and pests), and that this information is not readily available locally
5. **A lack of data to accurately determine the quantum of smaller livestock producers in the study area and the level of non-compliance.**
   - The lack of accessible accurate data makes it is very difficult to quantify the degree of the perceived problems faced by peri-urban farmers and the impact of these perceived problems, e.g. non-compliance and biosecurity risk.

STAGE 2 – ENGAGEMENT OVERVIEW

The purpose of Stage 2 was to further refine the work undertaken during Stage 1 to define "the problem" or identify issues by undertaking more specific research and engagement with landholders and community members to provide clear evidence of the demand for services by peri-urban farmers in the study area.

The following engagement activities were undertaken:

- Survey – online Survey Monkey and paper copy
- Focus Groups x 2 (Bannockburn, Lara)
- Bellarine Show – 1:1 listening posts, hard copy survey, focus group flyers
- 1:1 phone interviews
- Direct email submission.

The City made the decision to cancel or postpone all non-essential meetings and events, based on Victorian Government advice and requirements following the escalation of the COVID-19 pandemic in late March 2020. Two focus groups, scheduled for Bellarine and Moriac, were cancelled as a result. RMCG conducted an additional ten 30-minute phone interviews with farmers from across the region, as a substitute for these focus groups. The online survey deadline was also extended by two months, and the City wrote to 1,000 randomly selected residents from its rural landholders database, inviting them to participate in the survey.

Feedback was received from 266 people during the engagement period (from 30 January 2020 until the survey closed on 6 June 2020). They included:

- 237 survey responses
- 12 attended Focus Groups
- 8 phone interviews
- 2 individual email submissions
- 7 engagements at the Bellarine Show plus distribution of survey and focus group information.

The survey was structured to collect demographic information, however similar information was not collected at the focus groups or during the phone interviews.

The following observations can be made about the participants in the survey (refer to Figure 5-1 to Figure 5-6):

- Over half (56%) of the respondents were over the age of 55 years
- Respondents were well spread across the study area, with a higher percentage of respondents from the City (44%), reflecting the population and the additional surveys completed in response to the direct mail out
- Nearly two-thirds (63%) of respondents have lived at their property for more than 10 years
- Smaller property owners (farmers) are well represented – as indicated by property area and percentage of income generated from the property
- 93% respondents have livestock with 75% having either sheep or cattle.

We estimate that over 2,000 people were notified of the engagement activities during Stage 2, and of these 266 participated, giving a response rate of 13% (ignoring possible multiple engagements).

The demographic data shows that the sample included a representative range of farmers from the study area and a representative range of farm sizes (area and income range). However, there were limited responses from farmers under the age of 45 (25%) and who have lived on the property for less than 10 years (25%). Given the limited participation of this group/demographic in the engagements, it is important to note that their issues and problems are not well represented in this report and the subsequent conclusions.

STAGE 2 – RESULTS OF THE NEEDS ANALYSIS

The survey questions were designed to obtain information about the following:

- Demographics
- Farming type, size, location, livestock numbers
- Personal values
- Management issues and priorities
- Sources of information – where do they currently access farming information?
- Livestock sales
- Livestock compliance
- Other issues.

Questions were developed in consultation with the City and the Advisory Committee.

The format of the focus group sessions (and then later, the phone interviews) was designed to gather detailed insight into the issues and needs of participants, at both a group level and on an individual basis.

The phone interviews were semi-structured open-discussions with three main opening questions:

1. What issues / challenges are you currently facing?
2. What opportunities do you see for peri-urban farmers in the region?
3. What possible solutions do you know of that could address these challenges and opportunities?

CONCLUSIONS

An important objective of the engagement in Stage 2 was to test and validate the findings of Stage 1 with a wider audience of rural landholders. The results of this were:

1. Large number of small livestock producers in the study area
   - *Confirmed by the demographics of the survey respondents (refer to section 5.6)*
2. Compliance issues with smaller livestock producers – creating increased biosecurity risks
   - *Not confirmed – survey responses indicated that 152 of 162 respondents who farm livestock (93%) believe they are compliant.*
3. Logistic and cost issues associated with the use of available livestock exchange facilities
   - *Partly confirmed – survey results indicate of those with livestock 70 (43%) have issues buying or selling livestock, whilst 47 (28%) mentioned issues relating to logistics and costs*
4. Reduction in programs and activities in the region, to support peri-urban farmers in region
   - *Partly confirmed – survey findings included 52 of the 176 (30%) respondents who use their property for farming have issues related to lack of local saleyards, weed and pest control, rates being too high and the condition of roads*
5. Inadequate data to accurately determine the quantum of smaller livestock producers in the study area and level of non-compliance
   - *N/A – the data collected during Stage 2 engagements were not of significant quantum to improve on that already used during Stage 1*

The main management issues reported by peri-urban farmers who responded to the survey were:

- Weeds and pests on property - 125 (64%)
- Maintaining property infrastructure - 112 (57%)
- Managing livestock - 97 (49%)
- Water availability and supply - 96 (49%)

With regards to selling and buying livestock, of the 237 responses to the survey:

- 172 (73%) were using their rural property for farming
- Of these, 162 (94%) farmed livestock
  - 144 (85%) use methods other than saleyards to buy and sell livestock
  - 119 (72%) use saleyards to buy and sell livestock, mostly Ballarat (97) and Colac (47)
  - 48 (28%) do not use saleyards at all
  - 70 (43%) have issues buying and selling livestock
- 35 mentioned a Livestock Exchange in the Geelong region, as an option for addressing issues with buying and selling livestock – this is 22% of those farming livestock or 15% of all survey respondents.

With regards to accessing information:

- 73 (49% of 150 respondents) reported that they currently have difficulties accessing support and information from local government
- 54 (35% of 156 respondents) reported they have difficulty accessing information from State government organisations (such as Agriculture Victoria, Catchment Management Authorities, Water Corporations).
- However,
  - 61 (35% of 167 respondents) reported that they currently have access to everything they need
  - There is a strong preference for accessing information from family, friends and neighbours (134 or 78% of 171 respondents) and other farmers/landholders (126 or 76% of 165 respondents).

Thus, the level of demand for the following services can be defined as:

- A livestock exchange facility in the Geelong region – strong demand from a significant minority of livestock producers in the study area (22% of those farming livestock or 15% of all survey respondents)
- Improved support and access to information from local and State government – a high proportion of respondents currently having difficulty accessing support and information from local (49%) and State (35%) government organisations.

STAGE 3 – SUPPLY & OPTION ANALYSIS

The purpose of Stage 3 was to examine the services currently available to meet the demands identified in Stage 2, identify gaps in meeting these demands and recommend options to address these gaps. An analysis of existing facilities and services (both online and physical) provided to peri-urban farmers in the region was undertaken to establish what was currently available and how much these facilities and services were currently utilised.

This included thirteen (13) interviews with key stakeholders in the supply chain, including representatives of livestock buyers, agents, processors and carriers, Agriculture Victoria and Council staff. In addition to this, we reviewed the findings of the Corangamite Catchment Authority's 2019 social benchmarking report and researched operating models in other similar peri-urban regions.

The four main "problems" for which we sought to identify gaps and recommend options to address them were:

1. Concerns regarding an increased biosecurity risk
2. Difficulties trading small lots of livestock
3. Lack of support and service from local and State government
4. Access to information and education services

After examining the potential cause for these concerns, the evidence to support each concern, the existing options available to address these concerns and any identifiable gaps, we made the following recommendations with the accompanying rationale for these recommendations.

RECOMMENDATIONS

NOT RECOMMENDED

1. **A multi-use, multi-purpose livestock and information exchange is not a recommended option to be progressed to Stage 4 because:**
   - It will not address the problems, issues and gaps identified by this project
   - It will not provide a better option for livestock and information exchange than those already available to livestock producers in the region, including the sale of small lots
   - There are other options that better address the gaps identified by this project and improve outcomes for livestock producers in the region.

RECOMMENDED

2. **Quantify concerns about non-compliance**
   - Arrange for the Advisory Committee to be briefed by the Agriculture Victoria Biosecurity Program leaders
   - Develop a collaborative approach to advocate for a greater understanding of the actual level of non-compliance and mitigation options – G21 Alliance, Victorian Farmers Federation, Advisory Committee, Agriculture Victoria
   - Ensure peri-urban input into the development and operations of the Strengthening Victoria's Biosecurity System Program
   - Councils to support and promote existing Agriculture Victoria biosecurity educational and extension programs
3. **Promotion of available options to buy and sell livestock**
   - Increase awareness of existing livestock buying and selling options via:
     - Local government and other relevant organisations' (e.g. G21 Agri Collective) communications
     - Case studies to showcase examples of different options
     - Buyers, agents, processors and Auctions Plus to run a forum for farmers explaining buying and selling options
   - Include options to promote buying and selling between producers for smaller lots
     - Investigate the demand for a regular (e.g. quarterly) farmer-to-farmer livestock sale, utilising existing facilities (e.g. Geelong Showgrounds)
4. **Improve support and services from local government and associated bodies**
   - Increase promotion of existing Council programs, services and support
   - Develop a key stakeholder communication strategy and implementation plan for improved communications with peri-urban farmers, including both local government and other relevant organisations (e.g. G21 Agri Collective)
   - Initiate grants (small) for small landholders relating to priority areas (weeds, yards, water)
   - Ensure Council staff are well connected with local farmers and are knowledgeable of priority issues
   - Initiate an annual Rural & Peri-urban Advisory Committee and G21 Agri Collective joint forum
5. **Increase uptake of existing Information and education services**
   - Increase the awareness of existing services and available support (see number 3)
   - Promote existing support services and training to increase farmers' access and usage of internet services
   - Initiate an annual rural landholders forum or conference for the purposes of education, social networking and input to local government policy and programs.
6. **Stage 4 should focus on the development of an implementation plan that prioritises and outlines how these recommendations should be implemented, rather than a business case.**

STAGE 4 – VALIDATE OPTIONS

The purpose of Stage 4 was to validate the preferred options recommended in Stage 3 via further community engagement. It was agreed that the City's Have Your Say website was the most appropriate engagement tool.

The Advisory Committee suggested an additional option be added, regarding buying and selling livestock. This was in addition to the themes and options that were recommended in Stage 3. This option was:

> *Council exploring options for an innovative local livestock buying and selling exchange facility/service, developed specifically for small-scale farmers to trade a range of different species.*

There were 44 responses to the Have Your Say survey compared to 266 engagements during Stage 2, including the survey (237) focus groups (12), phone interviews (8), email submissions (2) and personal engagements at the Bellarine Show (7).

The demographics of the respondents to the Have Your Say survey were slightly younger on average, more likely to come from the City of Greater Geelong, have larger farms, been at their current properties for a shorter period of time and were more likely to be livestock farmers.

The results show that there is:

- Majority support (29 of 44) for Council's participation in the biosecurity consultation and promotion of existing education and extension programs related to biosecurity
- A significant majority of survey respondents (38 of 44) who support Council exploring options for an innovative local livestock exchange, but little support for other options related to buying and selling livestock
- Strong support (32 of 44) for grants for peri-urban landholders, as well as increased promotion of relevant websites (29), improved connection between staff and landholders (29) and increased promotion of existing Council programs (26)
- Majority support for all options to improve information and education (27 of 44), with the exception of a greater variety of promotion methods (13).

Thus, the 44 respondents to the Have Your Say showed majority support for most options related to biosecurity, support and services from local government and associated bodies and information and education. There was a clear response in favour of Council exploring an innovative local livestock exchange to deal with issues associated with buying and selling livestock, but low support for the other options put forward to address this issue.

CONCLUSIONS

The responses to the Have Your Say survey support most of the options recommended in Stage 3 of the study and, in the main, reflect the responses received to the survey conducted in Stage 2 (thus, the recommendations in Stage 3). However, the significant majority of respondents (38 or 81%) who support Council exploring options for an innovative local livestock exchange would appear at odds with the results of the Stage 2 survey, where only 22% of livestock farmers and 15% of survey respondents (35 respondents) expressed a preference to retain livestock exchanges.

In fact, the absolute number of respondents who supported livestock exchanges in both surveys is almost the same (i.e. stage 2 = 35 / stage 4 = 38), but the percentage differs significantly due to the significantly smaller number of respondents to the Have Your Say survey (i.e. stage 2 = 237 / stage 4 = 44).

In our opinion, the results of the Have Your Survey support our conclusion in Stage 2 (refer to section 6.7) that there is strong demand from a significant minority (35 – 38 respondents) of livestock producers in the study area for a livestock exchange facility in the Geelong region, however our recommendation not to pursue one remains unchanged for the reasons outlined in Stage 3 (refer to section 7.7).

KPMG

Livestock Truck Wash Options Analysis and Recommendation

City of Greater Geelong (CoGG)

FINAL REPORT

7 September 2021

Disclaimers

Inherent Limitations

This report has been prepared as outlined in the Background, Scope and Methodologies section. The services provided in connection with this engagement comprise an advisory engagement, which is not subject to assurance or other standards issued by the Australian Auditing and Assurance Standards Board and, consequently no opinions or conclusions intended to convey assurance have been expressed.

The findings in this report are based on a qualitative study and the reported results reflect a perception of City of Greater Geelong but only to the extent of the sample surveyed, being City of Greater Geelong's approved representative sample of stakeholders. Any projection to the wider stakeholders is subject to the level of bias in the method of sample selection.

No warranty of completeness, accuracy or reliability is given in relation to the statements and representations made by, and the information and documentation provided by, City of Greater Geelong's stakeholders consulted as part of the process. No reliance should be placed by City of Greater Geelong on additional oral remarks provided during the presentation, unless these are confirmed in writing by KPMG.

KPMG did not perform an audit or review on the data and estimates within the high level financial analysis, therefore, this report does not constitute an expression of opinion or conclusion intended to convey assurance on, and KPMG is not responsible for, the accuracy and completeness of the financial information presented. It is not possible to predict future events or anticipate all potential circumstances as market or other conditions may change, as such, future events may not unfold as expected and actual results achieved for the forecast periods covered will vary from the information presented and the variations may be significant. KPMG have indicated within this report the sources of the information provided. We have not sought to independently verify those sources unless otherwise noted within the report. Baseline financial information and financial analysis have been reviewed by City of Greater Geelong, including assumptions applied during the analysis, scope of the analysis, selection of drivers, and user categories.

KPMG is under no obligation in any circumstance to update this report, in either oral or written form, for events occurring after the report has been issued in final form.

Third Party Reliance

This report has been prepared at the request of City of Greater Geelong in accordance with the terms of KPMG's engagement letter dated 28 July 2021 and is not to be used for any other purpose or distributed to, or relied upon by, any other party without our prior written consent.

Other than our responsibility to City of Greater Geelong, neither KPMG nor any member or employee of KPMG undertakes responsibility arising in any way from reliance placed by a third party on this report. Any reliance placed is that party's sole responsibility.

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KPMG

1.

Executive Summary

Executive Summary

This report recommends discontinuing the truck wash service and communicating alternatives to users (Option B)

This report recommends the City of Greater Geelong (CoGG) discontinue the provision of truck wash services and, instead, provide users of the truck wash and the local community with information relating to alternate facilities within the surrounding region.

Key considerations driving this recommendation are:

- **Low usage by CoGG businesses and residents** – 91% of usage in the last four years is with users that do not reside or have their place of business within CoGG.
- **Usage is declining and heavily dependent on key users** – Overall usage has declined since 2019-20 financial year. 80% of usage comes from only ten users.
- **A new or improved truck wash service is unlikely to increase usage** – Interviews with users have indicated that development of a new or improved facility will not result in higher usage.
- **Truck wash is not profitable without a material increase in price** – The current operations have run at a loss for at least four years. To break even the price would need to more than double.
- **New facilities/sites considered come with significant risks and costs** - The facilities/sites considered have significant challenges to overcome e.g. capital investment required, implementation time, limited space, environmental risks, limited partnering, less convenient locations, financial sustainability.
- **There are other truck wash facilities within the region** – There are 5 facilities located near commercial farms, and accessible to users, in Colac, Ballarat, Kyneton, Mortlake, and Corangamite area.

The rest of this report

The rest of this report provides detailed findings, analysis, comparison of other options, and rationale to support this recommendation.

The report considers what steps CoGG can take to implement this recommendation.

The appendix of this report also includes implementation considerations for the potential development of new truck wash services by CoGG to support any future changes or decisions if this were to arise.

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Executive Summary

Four options were shortlisted and assessed against key criteria

Summary of the 4 shortlisted options

The summary of options below highlights the main pathways available for CoGG, ranging from discontinue with no alternative (A) through to provide new facility operated by a partner (D).

A Discontinue service with no alternative

Council closes facility and does not provide any guidance on alternate locations within or outside of LGA. Key users will be most impacted without an alternative facility ready to take them on. CoGG cost savings expected due to not operating a facility.

B Discontinue service and recommend alternate facility outside LGA

Similar to option A, but with CoGG working with alternate existing facilities to encourage users to use them instead. Key users still most impacted due to different routes, travel time, etc. to attend alternate facilities. CoGG cost savings expected due to not operating a facility.

C New Facility in LGA operated by Council

Council develops and operates an alternative facility in LGA for users. Users less impacted (dependent on location). New operations will continue to be financially unsustainable without significant increase in price. Capital investment required, limited grant funding available[2].

D New facility in LGA operated by Partner with Council

Council develops an alternative facility in LGA for users, but operated by a partner. Users less impacted (dependent on location). Low likelihood of partnership being achieved without significant financial assistance from CoGG. Limited grant funding available[2].

[2]Refer to Appendix for research on grant funding.

Summary of detailed options assessment

Below is a summary of the detailed options assessment conducted against key criteria for desirability, feasibility and viability. Option B is the best overall outcome for CoGG. Options C and D require capital investment and are unlikely to be financially sustainable.

Assessment Criteria	A	B	C	D
Service quality				
Potential demand				
Impact to users				
Impact to non-user community in CoGG				
Economic benefits for CoGG				
Environmental risk for CoGG				
Implementation timeline				
Ability to meet demand				
Operational risk for CoGG				
Appetite to partner with Council				
Financial sustainability for CoGG[1]				

[1]Refer to Section 4: Options Analysis for a further detail on financial sustainability of options.

Likely impact of recommendation

Option B is the recommended option as it represents the best overall outcome for CoGG. Implementing option B is detailed further in the report and is estimated to take ~3 months to plan and execute.

Analysis of the usage of the current facility as well as insights from user interviews and community consultations have been key factors in recommending option B. These insights include:

- Declining usage;
- The vast majority of users are non-CoGG residents;
- Ten users account for 80% of all usage;
- A new/improved truck wash is unlikely to increase usage;
- Low appetite to pay more for the service.

Two super users, comprising 41% of average total usage, have indicated intent to discontinue operations. One is planning to exit operations through sale of the business. Another stated they will discontinue operations and retire. Given the concentration of usage to the top users this will further decline usage overall.

Closure of the truck wash will impact lifestyle/hobby farmers; however usage by this cohort, on average, has been historically very low and infrequent.

Five alternate facilities will still be able to meet user demand, albeit locations will have some impact on users in terms of potential detours and journey times.

Option C and D will require Council to invest in the development of a new facility without likelihood of achieving financially sustainable operations. This would require allocation of CoGG rate payer revenue to fund ongoing operations.

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Executive Summary

Implementation considerations for Option B

Implementation Considerations

The implementation of recommended option B could feasibly be completed by the City of Greater Geelong in a relatively short time given no need to develop new site/facilities.

Key implementation considerations are:

Work with five alternate facilities on guidance to users:

- To provide users with clear alternatives and guidance on usage, CoGG will need to ensure the regional truck wash facilities (Colac, Ballarat, Kyneton, Mortlake, and Corangamite area) are happy to be named as alternatives. CoGG will also have to agree how and what to communicate to users e.g. where to go, who to contact, how to register, etc.

Leverage existing communication and engagement plans:

- Upon Council approval of the recommended option, CoGG can extend upon the current stakeholder communication and engagement program for the decommissioning of the current truck wash facility in 2022 (rather than develop separate plans).

Implementation timeline:

- Pending approval of the recommended option, we anticipate a timeline of 2-3 months to implement as outlined in the proposed roadmap. See section 5 for more detail on the implementation roadmap.

Risk Considerations

While the closure of the facility represents minimal operational and environmental risks for CoGG, there are risks to implementing this recommendation, namely pressure from some users to delay or stop the planned closure e.g.

- Current users may request Council to extend current facility operations for as long as possible (past current closure date).
- Appeal from impacted lifestyle farmers, local users and users in surrounding LGA to reconsider alternatives to develop a new facility based on the potential impact to business and operations.
- Stakeholders may request Council to re-assess the options analysis based upon a wider community impact lens and/or further discussions with potential partners.

Implementation Timeline

★ October Council Meeting – Decision on preferred option ★ Closure of current facility

Activities		Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022
1	**Internal processes**									
1.1	Review impacted users and confirm method of engagement									
1.2	Review and update existing communications and change management plan									
1.3	Confirm engagement strategy for alternative facilities									
1.4	Draft and approve communications to impacted stakeholders									
1.5	Facility decommissioning									
2	**External Communication & Engagement**									
2.1	CEO update									
2.2	Digital: Update Saleyard webpage									
2.3	Digital: Update Social media and city channels									
2.4	Community engagement: Councillor updates									
2.5	Mailout: Send notification of closure to truck wash users, current and historical									
2.6	Ongoing: Physical signboard on site									

★ Milestone ▨ End of Year Break

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2.

Background, Scope and Methodologies

Background, Scope and Methodologies

Background and scope of this report

Background to the commissioning of this report

CoGG is seeking to further understand the future options relating to the current truck wash facility set to be decommissioned in 2021/22.

At a Special Meeting of Council on 2 August 2017 the City's Administrators resolved to permanently close the Geelong Saleyards by 31 August 2017.

A resolution from the Special Meeting required Council to undertake stakeholder engagement with representatives of the truck wash industry to consider the future usage of the truck wash facility.

Currently the truck wash is managed by the City whilst a Precinct Structure Plan (PSP) for the site will guide the redevelopment of the area into a mixture of commercial and residential developments.

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

Prior to this report, Council have worked with potential partners to develop a business case and concepts for an alternate site. Discussions with partners on development of a new facility proved unsuccessful.

Key challenges with current facility and service

Council has identified a number of key business challenges in operating the current truck wash facility which may become impediments in the development of a new facility.

Facility is not currently financially sustainable. Currently the revenue generated from the facility only covers 25% of the operating expenses. Analysis of truck wash financials and stakeholder interviews suggests that significant challenges may be encountered in increasing future revenue and subsequent ability to repay future investment in development of a new facility.

Potential impediments in growing revenue. Analysis of usage highlights significant dependence to key users within the Super User group. Furthermore, majority of users do not reside within the Council LGA. Interviews to alternate Councils operating similar facilities have highlighted the importance of an adjoining Saleyard in promoting a truck wash facility's revenue.

Challenging operational requirements. A future facility will need to adhere to planning and environment requirements for buffer distances. Considerations are required for odour, potential airborne pathogens, and storage/treatment of live animal waste to minimise biosecurity and health and safety risks for the community.

Scope of the report and how it will be used to inform Council's decision

KPMG has been engaged to perform a high level assessment of potential options for Council to consider in relation to the future of a truck wash facility in the LGA and make a recommendation in consultation with CoGG management.

The scope of this report is to put forward an assessment of potential options for Council to consider in relation to the future of a truck wash facility in the LGA.

Discussions in creating an alternate Saleyard capability within CoGG are being reviewed by Council under the Livestock Information and Exchange (LIEX) project and is separate to the scope of this report.

This report is intended to provide Council with information to support a decision on the future of the truck wash and considerations on how to implement the preferred option.

Council has been kept informed of the progress of this report via CoGG management and is supportive of the methodology utilised in developing and assessing the options.

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Background, Scope and Methodologies

The recommended option came from exploration of the problem statement across three key lenses

Problem Statement

What are the future options for a truck wash facility for the City of Greater Geelong's community and current users of the facility?

	Exploration is required across…	… To better understand…	… And inform.
1 DESIRABILITY	**What are the main considerations for users in using the current facility and will it translate to demand for a new facility?**	• Who are the users of the truck wash and what is their impact on the local community? • What / which user segment currently drives demand and what could demand for the future of the truck wash service be if a new facility was created? • Are there alternatives available to current users and is it possible to increase usage demand for the facility?	• Will a new truck wash facility be required by the community • Where do users currently reside and do their routes drive usage of the CoGG truck wash • Will provision of the service elicit higher levels of demand for the services from the community • What are the social and economical considerations for CoGG to consider as result of providing the service
2 FEASIBILITY	**What operating considerations would a replacement facility need to consider and what capabilities will be required to meet future demand?**	• How will operating expenses differ with a new truck wash facility? • What are the major risks for Council to consider in development and operation of a new facility? • How do similar truck wash operations run in the community and what are the differences? • What implementation timeframe would be preferred by users?	
3 VIABILITY	**What will be required for a new facility to achieve financial sustainability?**	• Is there appetite from the public and private sector to support the Council financially in developing and operating a replacement facility? • What challenges may a replacement facility encounter in order to achieve financial sustainability? • Do grants that subsidise the capital expenditure of a new facility exist?	• If a truck wash service is financially sustainable, are there partners that may provide support

Note: the examples provided above are not collectively exhaustive and should only be viewed as examples of key queries developed throughout development of the report.

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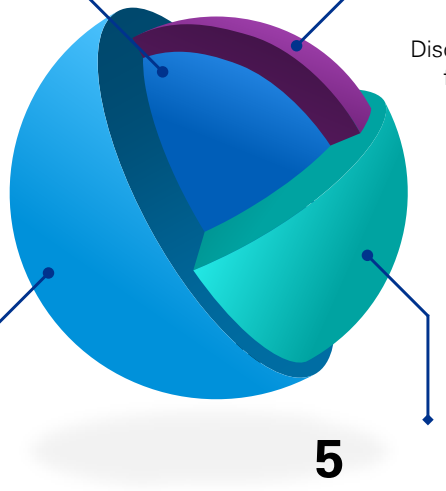
Background, Scope and Methodologies

CoGG-provided data and consultation with users, community, and industry participants were key inputs to the current state assessment

8
Interviews with Users
At the centre of the assessment are the users of the facility, their specific requirements, routes, and needs.

7
External parties engaged
Discussion with alternate facilities, peak bodies, potential private and public partners.



37
Council Documents as Reference Material
Providing historical operational and financial data for the facility.

5
Interviews with peri-urban committee members
Provided direction on the importance of the facility on the wider community

Detail on the sources of information used and interviews conducted

- CoGG documentation formed the basis of understanding of the Truck Wash facility. Key data inputs included facility usage, financial data for the facility, recommended stakeholder maps, and internal briefing documentation.
- 10 users were targeted for interviews which represented 80% of total demand for the truck wash. Participation rate of users was 80%, resulting in interviews with users who accounted for 75% of total demand. 2 users opted out of the interviews.
- Current peri-urban committee members were interviewed in accordance with the CoGG's directions. The project team engaged and interviewed the committee members to gain a wider understanding of the community impacts of the truck wash facility.
- Potential private and public partners were sought and consulted with on the likelihood of a partnership arrangement with Council to provide truck wash services (e.g. Geelong Port).
- Representatives from peak industry bodies such as Victorian Farmers Federation (VFF), and Australian Livestock and Rural Transportation Australia (ARLTA) were engaged.
- 6 Victorian truck wash facilities were invited to participate in the report. Participation rate for the truck wash facilities were 33% with majority opting out of discussions.

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Background, Scope and Methodologies

A structured assessment process was followed

Step	01	02	03	04	05	06	07
	Develop understanding of the current state	**Determine key scenarios to form options development**	**Develop the 'long list' of options**	**Refine the 'long list' to the 'short list' of options**	**Assess shortlisted options**	**Recommend preferred option**	**Progress business model canvas and implementation roadmap[1]**
Activity	Develop understanding of current state from council documentation, stakeholder interviews, and market analysis.	Proposed scenarios will form the basis for the development of a 'long list' of potential future options.	Define the long list of possible options based upon permutations of agreed scenarios.	Agree the 'short list' of options with CoGG based upon assessments against relevance, likelihood and priority.	Define assessment criteria for the options and agree with CoGG. Assess the shortlisted options against agreed assessment criteria.	Analyse trade-offs between options and agree with CoGG on preferred option.	Define business model canvas and implementation roadmap in agreement with Council.
Output	Understanding of user demographics, key operational challenges, and industry operating model/s.	Agreed scenarios to inform development of possible permutations of options.	A 'long list' of options to be assessed and refined against criterion: relevance, likelihood and priority to develop 'short list'.	Confirmed 'short list' of options for further assessment.	Assessment criteria to further assess the short listed options. Enable insights to inform the preferred option.	Agreed preferred option.	Proposed business model canvas and implementation roadmap.

The rest of this report highlights which part of the approach the content is connected with for easy navigation.

[1]*Note: Business model canvas is not relevant for the recommended option.*

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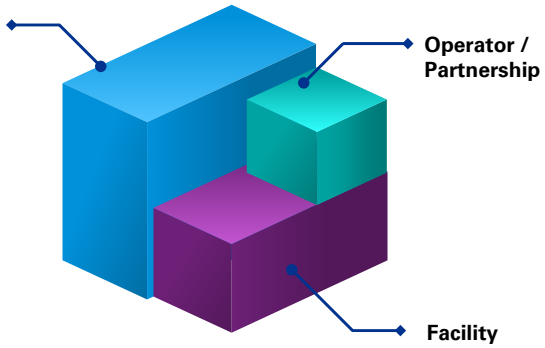
Background, Scope and Methodologies

Options analysis methodology

The options analysis methodology consists of four key steps.

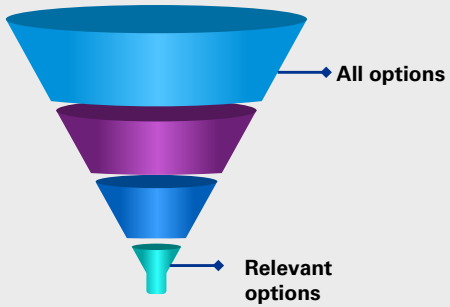
1

A number of permutations accounting for each possible combination of proximity, operator/partnership, and facility were defined according to the scale outlined[1].



2

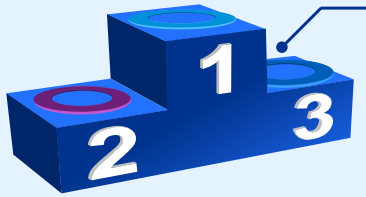
All possible options were assessed for relevance. Options that were not logically feasible or relevant were discounted. Examples include options requiring Council to develop a new facility and operate at a proximity outside of LGA without a partner.



3

Relevant options were assessed to determine potential likelihood of success. A combination of data analysis, stakeholder interviews, partner discussions and market research informed the likelihood of an option occurring. Low likelihood options are discounted. Examples include: Approaching a partner to build a new facility that is outside of LGA without official agreement.

4



Remainder of the options were subsequently prioritised, high and medium options were prioritised for further assessments. Low priority options were tested with subsequent market research, partnership discussions, and discussions with Council. Examples include a new facility being developed with a private partner outside of LGA.

[1]*Note: Refer to appendix for detail on the scales applied to scenarios.*

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Background, Scope and Methodologies

All options were assessed against the following criteria

Desirability

Feasibility

Viability

Criteria	Description
Example locations and sites	Example sites for reference. Does not refer to proposed sites for option.
Service quality	Level of service and quality of service provided by prospective facility.
Potential demand	Potential demand from users for facility services and/or market failure.
Impact to users	Predicted impact for truck wash users. E.g. route detours, future frequency.
Impact to community	Predicted impact to the agriculture community and wider community.
Economic benefits	Potential economic implications for the community.
Environmental risk	Risk to health and safety of Geelong community.
Implementation timeline	Implementation timeline for option.
Ability to meet demand	Likely ability for facility to provide services in response to potential user demand (e.g. facility can be modified).
Operational risk	Operational risk borne by Council in operating a facility. E.g. obligations, transition arrangements, level of control, level of oversight.
Ongoing financial sustainability	High level forecast of profitability for a financially self sustaining facility. E.g. price of service, capital investment.

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3.

Current State Assessment and Community Consultation

Current State Assessment and Community Consultation

Summary of current state and insights from community and user consultation

	Key Themes	Insights
Desirability	• **Low usage by CoGG businesses and residents** • **Usage is declining and heavily dependent on key users**	• 10 'Super Users' account for 80% of total facility usage. • From 'Super User' group, only 2 users reside in LGA amounting to 8% of total facility usage over 4 year period. • Overall usage has declined since 2019-20 financial year.
Feasibility	• **A new or improved truck wash service is unlikely to increase usage** • **There are other truck wash facilities within the surrounding region**	• Interviews with users have indicated that development of a new facility will not result in higher usage. • There are 5 truck wash facilities within the surrounding regional areas nearby commercial farms in: Colac, Ballarat, Kyneton, Mortlake, and Corangamite area.
Viability	• **Truck wash is not profitable without material increase in price**	• The current facility has run at a loss for at least 4 years. • Community representatives unanimously agree that a new facility should be at least breakeven. However, even with a doubling of the current price the facility will not make a profit. • There is limited appetite from potential partners to fund a new facility.

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Current State Assessment – Qualitative Analysis

Stakeholders would prefer continuity of service to minimise impact to their activities, but most appreciate that the current low use, high cost service isn't sustainable

	Key Themes	Observations
Desirability	All users noted driving to alternate facilities will result in **challenges to operating conditions** such as increase in operational fees that may be passed through to consumers. It is noted that **majority of users interviewed also attend other facilities occasionally**.	• 63% of Super Users interviewed service the lifestyle farmers in LGA, within this group 60% of users support farm to farm livestock movements, 20% supporting piggeries and 20% supporting fertiliser transportation. The remaining 37% of users service large farms and focus on non-farm to abattoir transportation. • Routes for Super Users providing farm to farm transportation are sporadic; these users are unable to provide set routes but indicate that they focus on work within CoGG and surrounding LGA. Super Users that service large farms can better predict frequency and consequentially consistent demand for truck wash services. • 2 of the interviewed Super Users have indicated intent to discontinue operations, the users compose ~41% of average total usage. 1 Super User is planning to exit operations through sale of the business. 1 Super User stated they will discontinue operations and retire. Only 1 of these users reside in CoGG's LGA. This is likely to have a negative impact on future usage. • Peri-urban advisory committee members suggest there may be an adverse impact to the growth of lifestyle farms within the region if there is no truck wash in the LGA. Of users interviewed 37% do not service the local community and thus closure of the current facility will not impact to their ability to service the CoGG community. • Some stakeholders have raised that the loss of wash down facilities may result in an increase in biosecurity[1] risks for both livestock and commodity transportation industries. Within the livestock industry, specific diseases include foot and mouth disease and African swine flu. On commodity industry, cross-contamination between fertilizer and grain products were raised.
Feasibility	All users noted that if a new facility is to be developed, it is preferred that the **current facility remain open until commissioning of a new facility.**	• All users indicated that a gap of availability of a local truck wash facility may impact their current business operations, however if an alternative facility is provided, users indicated they are able to implement arrangements to continue business operations. • Users highlighted that any new facility should operate as a wash down and waste management service. A facility that only enables effluent disposal is not considered useful or feasible in most circumstances. • Peri-urban advisory committee members believe it is a shared responsibility between Council, livestock transporters and producers to manage biosecurity[1] risks in the region. Note our understanding is that biosecurity is a shared responsibility within the value chain from transporters, and farmers. Council would only be included in value chain if truck wash operations existed.
Viability	Community representatives agree the truck wash **should not lose money,** however users did not display high degree of willingness to pay extra for service.	• Majority of the Peri-urban advisory committee members interviewed believe the truck wash operations should result in breakeven as a minimum. • 37% users are willing to pay an increase of 100% from the current rate to have a facility in Geelong LGA i.e. up to $2 per minute. • An additional 37% have expressed willingness to pay an increase of 50% from current rate, to $1.50 per minute. The remainder of users would not pay more than the current rate of $1 per minute. • For current operations to be financially sustainable (with current usage patterns) fee for usage will need to be $2.6 per minute.

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[1] *Biosecurity risk is defined in the Biosecurity Act, 2015 (Act) as likelihood of a disease or pest emerging, establishing, or spreading in Australian territory with potential to harm animal, plant or human health.*

Current State Assessment

Analysis of usage highlights low usage by CoGG rate payers and a heavy dependence on a small group of super users, most of which reside outside of the CoGG local government area

Summary of key findings

- In the past four years there have been 131 users of the Truck Wash facility at Geelong Saleyards.
- The facility provides a convenient site to washdown after the disembarking of livestock and before returning, clean, to their local farms and transport depots.
- The top ten users of the facility account for 80% of the total usage (and income) with the remaining 121 users on average visiting the facility less than three times per year, on average.
- Across all users, 9% of total usage comes from users who reside in the CoGG council area and only 4 of them can be considered regular users (minimum visit of once a fortnight).
- Of the Super Users, only 2 are located within the CoGG LGA; the rest spread as far as Campaspe Shire and Kingston City. 58% of total demand is generated from 2 Super Users who do not reside in LGA.
- The permanent closure of the Geelong Saleyards in August 2017 does not appear to have initially deterred users or impacted the usage of the Truck Wash facility:
    - The total duration and visits both grew between 10-20% year on year from 2018 to 2020
    - Usage for Super User were consistent throughout the period, with minimal changes to the top 10 users.
- However, 2020-21 has seen a drop in duration (-5%) and visits (-1%) overall, primarily coming from the Super Users.
    - Significant increase in number of visitors 'exiting' usage of facility, 31 infrequent users observed in the 2019-20 year were not using facility in 2020-21 year. This is the largest number of annual exiting users observed in 4 year period.

Source: CoGG Facility Usage Data: 2018 – 2021, CoGG Market Research

How this informs options

- **Low usage by CoGG rate payers** - The majority of usage comes from ten users, of which eight reside outside CoGG, therefore any future investment by CoGG or site selection within CoGG council area will need to consider the interests of the CoGG community, local environment and rates payers.
- **Usage data suggests low demand** - Given the low usage of this service by smaller businesses, lifestyle farms, and private individuals it is worth exploring alternatives to providing the service. Note there are only 65 farms in LGA that produce livestock; this is equivalent to 11% of total agriculture properties in LGA and surrounding peri-urban areas.
- **Future usage heavily dependent on a declining group of super users** - The future sustainability of the Truck Wash will be heavily reliant on continued usage and income from the top users, but there are impediments that put this at risk:
    - Further consolidation of livestock transport operators (and commercial farmers) will increase concentration risk to a smaller number of users.
    - Interviews with certain users frequenting facility suggest highlighted plans to retire or sell their business, therefore putting at risk significant future usage

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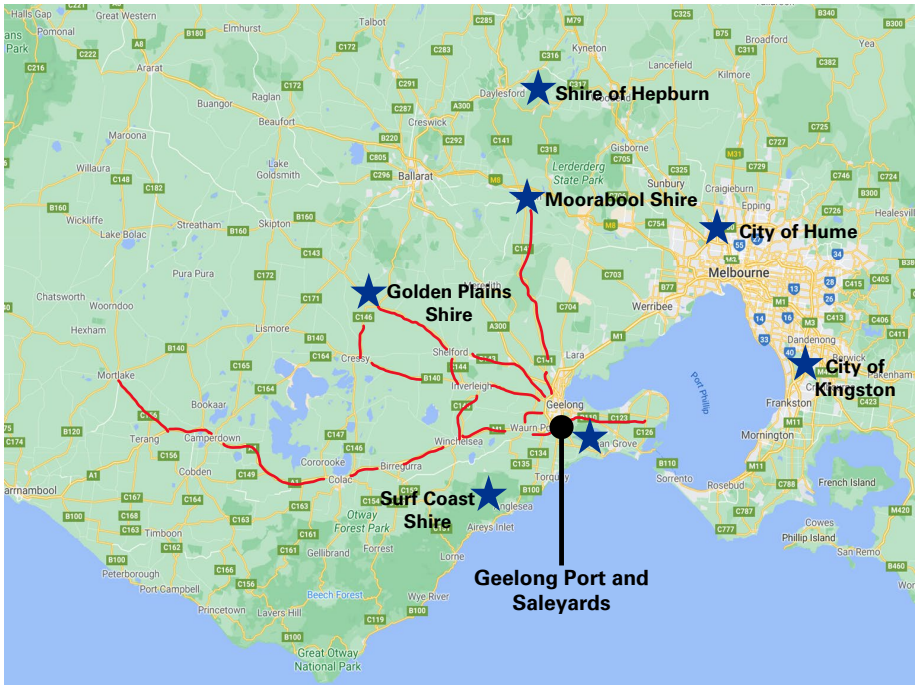
Current State Assessment - Qualitative Analysis

Analysis of user routes and residence suggests alternate facilities are accessible for the majority of users

Top 3 Super User routes



★ **Legend:** Super User locations outside CoGG

Source: CoGG Facility Usage Data: 2018 – 2021 and Interviews with facility users, Google Map routes

How this informs options

- **Alternative facilities close by for the top 2 users (58% of total usage)** The top 2 Super Users who account for 58% of total usage are based in Golden Plains and Moorabool and alternative truck wash facilities are available around the area. Near Golden Plains is the Colac facility which is a 40 minute one way drive. Near Moorabool there is the Ballarat facility which is a 33 minute one way drive.
- **Mixed impact and proximity of alternative facilities for other users** - Interviews of Super Users suggests frequented areas in routes as; Colac, Mortlake, Ballarat, Kyneton, Inverleigh, Winchelsea, Geelong Port and feedlot in Anakie. In interviews, Super Users noted driving to alternate facilities will result in additional 2 hours of driving per trip. This is feasible when considering trips from Inverleigh, Winchelsea, Geelong Port and feedlot in Anakie. However, it is noted that Colac, Mortlake, Ballarat and Kyneton have alternate washdown facilities.
- **Top users will adapt to an alternative facility** - 80% of Super Users said they would attend a truck wash significantly outside Council locality (e.g. Moorabool, Ballarat, Colac). Thus, highlighting users ability to adapt and service their vehicles at alternative facilities.
- **Low intra day usage** - Super Users focusing on farm to farm routes suggest there are often days where a truck will need to be washed more than once for the day in order to attend an alternate job. However, usage data indicates that multiple washes in a day only accounts for 14% of usage for these Super Users.

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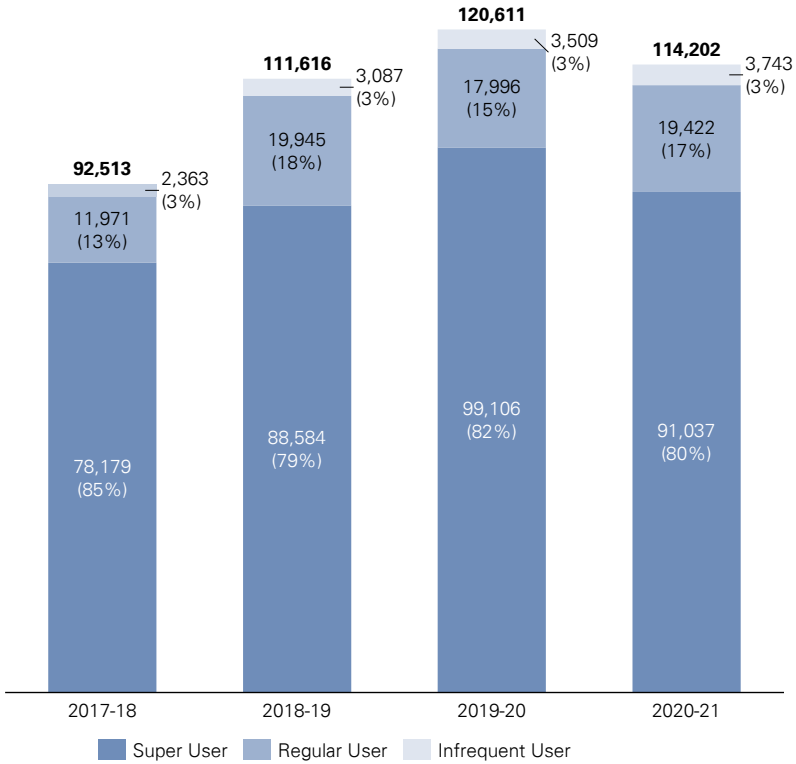
Current State Assessment – Usage and User Analysis

User segmentation and analysis shows significant reliance on users outside of CoGG's LGA

User segmentation based upon usage (minutes)



Source: City of Greater Geelong – Truck Wash Financial Data

How this informs options

Usage is concentrated to the top 10 users

- A total of 131 distinct users have utilised the truck wash facility after the implementation of AVData. Analysis of usage data highlights three distinct categories of users: Super Users, Regular Users, and Infrequent Users.
- The Super User category consistently represents the top 10 users based upon usage. Organisations that fall within the Super User category rarely fall to another category across the observable periods. Of the Super Users, the top 2 users account for 58% of total usage or 71% of super usage demand, on average.

Usage from the remaining user base is ad hoc and infrequent

- Regular Users represent the next top 20 users based upon usage; the remaining users are categorised as Infrequent Users. Regular and Infrequent users are more likely to 'exit' and represent unreliable demand. Consideration is required on revenue potential from Regular and Infrequent Users.

A very small portion of Super Users reside in LGA or service LGA businesses

- Of the 10 Super Users, only 2 organisations reside in CoGG's LGA. These organisations represent 7% of total demand. Note that the top 2 users representing 58% of total usage demand do not reside in LGA, but in surrounding areas.
- Of the 10 Super Users, 3 organisations have been identified as providing farm to farm transportation for lifestyle farmers in CoGG's LGA. These users account for 10% of total usage or 13% of Super User usage. 2 of the 3 organisations reside in LGA.

Note:
Users are categorised as 'exited' if no visits were recorded in 2020-21. Users who have 'exited' are categorised as Regular Users despite usage placing in Top 10 over observable periods.

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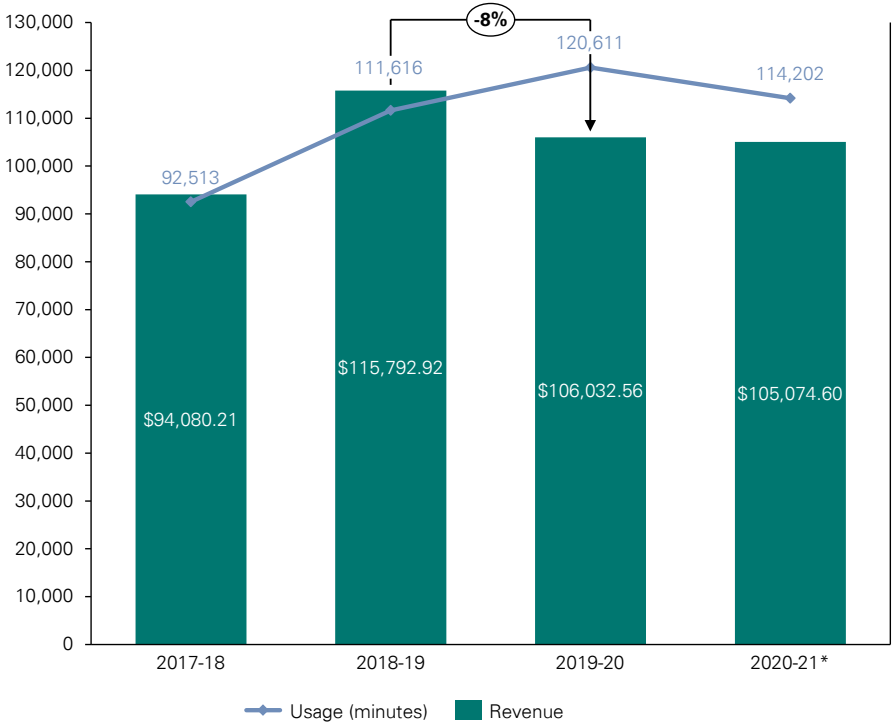
Current State Assessment – Usage Analysis

Growth in revenue has stagnated in recent years and is heavily dependent upon a select few users

Annual facility usage (minutes) and revenue



Source: City of Greater Geelong – Truck Wash Financial Data

How this informs options

Revenue is highly dependent upon 2 Super Users

- Throughout the 4 year period, Super Users account for ~80% of all usage. However, the top 2 users within the Super User category consistently account for approximately 58% of all usage within each financial year. Consideration is required to consider financial sustainability of a new facility if a main user's usage trend changes.

Usage has declined significantly in the last period

- Usage duration per visit decreased from FY2019-20 to FY2020-21. FY2020-21 represented the largest number of 'exiting users' - users who used the facility at least once in previous year and do not use the facility at least once in the current year. Users exiting in FY2020-21 represented 41% of users who used the facility at least once in FY2019-20. This aligns with a decreased trend in usage suggesting the need for a new facility.

Discrepancy in usage and revenue suggests potential revenue leakage

- FY2019-20 represents the initial year revenue from facility has decreased. Analysis suggests it is driven by the fall in user pays income. It has been noted that deviation in revenue and usage is observed from FY2019-20. Further analysis on financial data, not within scope of this report may suggest reasons for deviation.

Note:
Financial years have been selected due to completeness of information. To align revenue and usage data, available revenue data for 2016-17 has been omitted in corresponding chart. Saleyard operations ceased in 30 August 2017. Usage data sourced from AVData billing platform and calculated in minutes.

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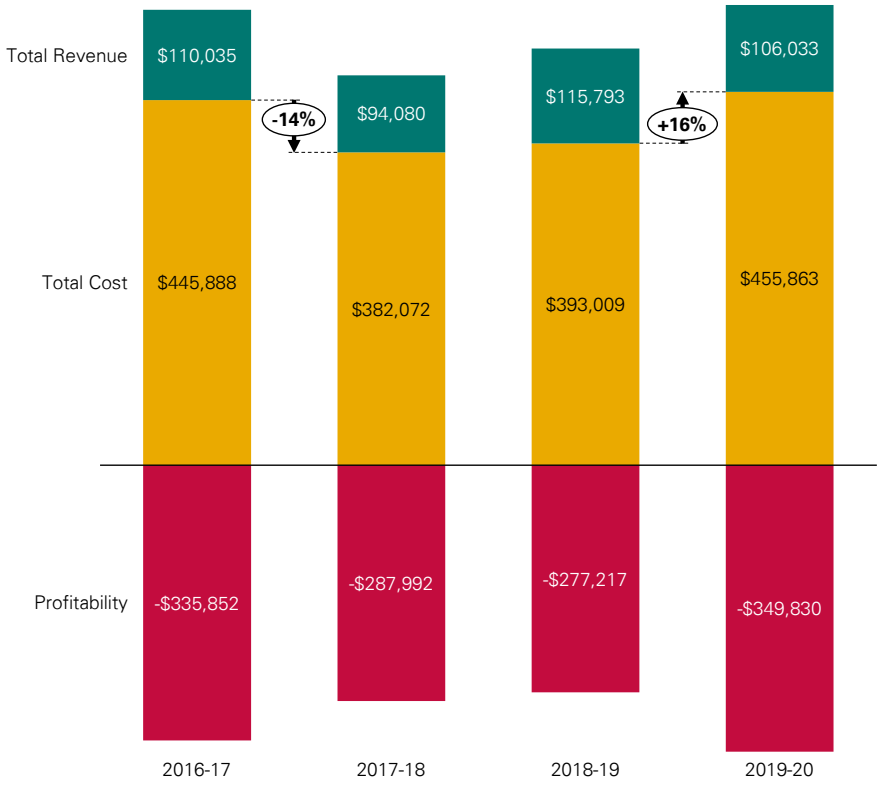
Current State Assessment – Quantitative Analysis

The facility has operated with consistent negative surplus over the last 4 years

Annual profitability breakdown



Source: City of Greater Geelong – Truck Wash Financial Data

How this informs options

The facility consistently operated at negative surplus (profit)

- The consistent size of the negative profit margin signifies challenges in achieving profit without significant changes to operations. On average the negative profit margin across observable periods is consistently -75%. This is inclusive of period the truck wash was operating with an adjoining Saleyard in FY2016-17.

Insufficient revenue streams to cover operating costs

- The facility relies on a single revenue stream relating to washdown operations. If the profit margin of washdown services cannot be altered, an alternate revenue stream with higher margin is required to drive profits. Higher usage alone will not contribute to a financially sustainable operation.

Cost profile has changed over time but not enough to enable surplus

- Total cost decreased in 2017-18 period by -14% due to a large decrease in salary related expenditure. It is expected that the decrease in the salary related expenditure is attributed to the decrease in labour required from operations of the Saleyard to the truck wash.
- There is a marked increase in total cost, amounting to 16%, from 2018-19 to 2019-20. The increase is due to increased utility charges, depreciation charges, and waste management services. If utility and depreciation costs are extrapolated in a straight line method, it will still represent a large portion of costs in FY2020-21.

Note:
Financial years have been selected due to completeness of information. Saleyard operations ceased in 30 August 2017.

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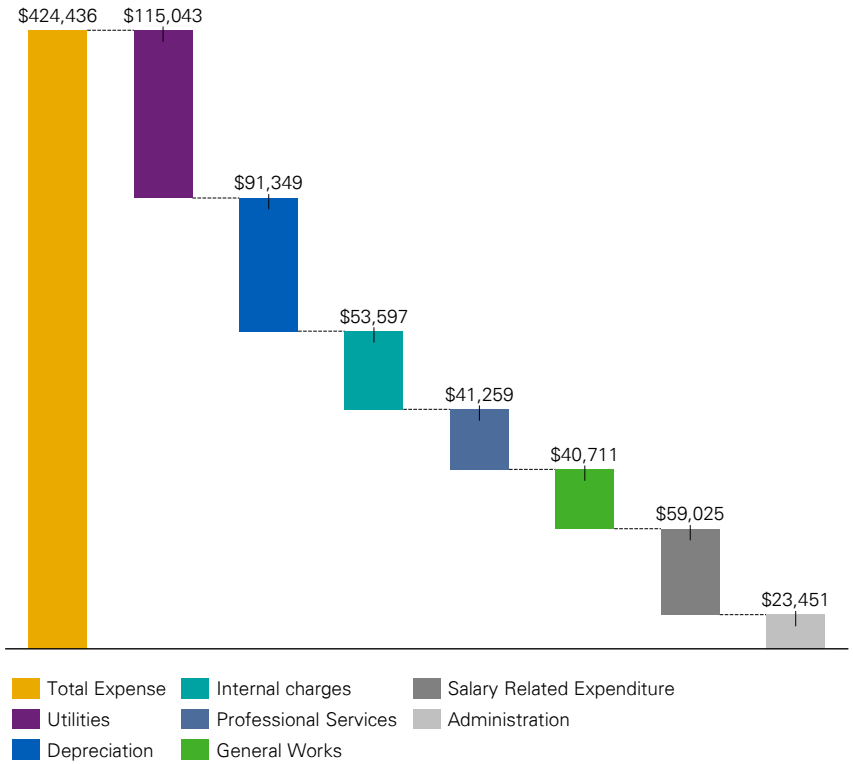
Current State Assessment – Quantitative Analysis

Cost of operations would need to significantly reduce to support a sustainable operation

Average annual[1] expense breakdown for facility



Source: City of Greater Geelong – Truck Wash Financial Data

How this informs options

Significant utility cost can be expected in future operations

- Financially sustainable operations will require lower unit cost for utilities. On average, the annual revenue for the facility is only sufficient to repay utilities cost. The largest expense component is utilities which account for ~27% of total expenditure or $0.99 of unit cost. Specifically, 26% of the total expense can be attributed to payment of water utilities.

Waste management expenses is third largest cost category

- Professional services expense is mainly attributed to waste management services accrued in FY2019-20. Analysis of administration cost suggests significant proportion of the expenses are related to professional services accrued in FY2019-20.

On site labour will still be required

- Salary related expenditure accounts for the fourth largest component of current operations. This analysis has discounted periods when the Saleyard was operational. Currently this cost is attributed to ~1FTE, which his representative for minimum labour requirements for future operations.

Cost breakdown does not currently highlight capital expenditure required

- If key cost components are not significantly altered, it can be inferred that a future operation would also face similar challenges in the unit cost of producing the service. Furthermore, the future price of a wash down service would need to be sufficiently high to cover the fixed cost incurred and recoup the initial investment.

Note:
Financial years have been selected due to completeness of information. Saleyard operations ceased in 30 August 2017.
Expense categorisation was initially performed by the council and has been grouped accordingly to further simplify the breakdown.

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4.

Options Analysis

A summary of the options assessment suggests that the preferred option is to discontinue the service and recommend users to alternate facilities

	Criteria	Description	Option A Discontinue service with no alternative	Option B Discontinue service and recommend alternate facility outside LGA	Option C New facility in LGA operated by Council	Option D New facility in LGA operated by Partner with Council
Desirability	**Example locations and sites**	Example sites for reference. Does not refer to proposed sites for option.	Not applicable.	E.g. Colac saleyard truck wash E.g. Ballarat saleyard truck wash E.g. Kyneton saleyard truck wash	E.g. Organics Processing Facility E.g. Geelong Ring Road Employment Precinct	E.g. Organics Processing Facility E.g. Geelong Ring Road Employment Precinct
	Service quality	Level of service and quality of service provided by prospective facility.	No service.	High service quality at established alternative sites including ancillary services currently not provided in Geelong	New facility allows level of service and quality of service can be tailored to users needs.	New facility allows level of service and quality of service can be tailored to users needs.
	Potential demand	Potential demand from users for facility services and/or market failure.	Demand remains, but no service available to meet demand. Users may stop service and risk of market failure for lifestyle farms in LGA to be further assessed.	Demand remains, but no local service available to meet demand. Users may stop service and risk of market failure for lifestyle farms in LGA to be further assessed.	Demand exists for Super Users due to proximity with current facility.	Demand exists for Super Users due to proximity with current facility.
	Impact to users	Predicted impact for truck wash users. E.g. route detours, future frequency.	Significant impact if users do not utilise alternate facility.	Impact to users exists with sites requiring detour from current normal routes. Likely increased operational costs for local users.	Minimal impact to users due to proximity of location to user's current routes.	Minimal impact to users due to proximity of location to user's current routes.
	Impact to non-user community in CoGG	Predicted impact to the agriculture community and wider community.	Minimal additional impact to non-user community.	Minimal additional impact to non-user community. Benefit for wider CoGG community with rates not subsidising operations.	Mixed impact to non-user community. Negative due to potential rate payer funds being used to subsidise facility.	Mixed impact to non-user community. Negative due to potential rate payer funds being used to subsidise facility.
	Economic benefits for CoGG	Potential economic implications for the community.	Loss of local job servicing facility (currently ~1 FTE). Limited impact to local businesses (i.e. not dependent upon facility).	Loss of local job servicing facility (currently ~1 FTE). Limited impact to local businesses (i.e. not dependent upon facility).	Positive benefit (depending on site), increased ability to support local businesses and potential to provide local jobs through facility operations.	Positive benefit (depending on site), increased ability to support local businesses and potential to provide local jobs through facility operations.
	Environmental risk for CoGG	Risk to health and safety to Geelong community.	Less risk to OH&S risk to CoGG community. Risk of waste dump-off in public roads exist. Users in LGA may result in trucks washed in local properties.	Less risk to OH&S risk to CoGG community. Risk of waste dump-off in public roads exist. Users in LGA may result in trucks washed in local properties.	Environment risk to be managed based on potential site, ensure adequate buffers and biosecurity requirements for surroundings are addressed.	Environment risk to be managed based on potential site, ensure adequate buffers and biosecurity requirements for surroundings are addressed.
Feasibility	**Implementation timeline**	Implementation timeline for option.	Estimated 3 months to communicate to users on closure date.	Estimated 3 months to communicate to users on closure date and alternate facilities.	Minimum of 12 months. Planning and operational permits will be required in addition to funding, planning, design, and implementation. Transitional arrangements required.	Likely 12-24 months. Planning and operational permits will be required in addition to funding, planning, design, and implementation with partner. Transitional arrangements required.
	Ability to meet demand	Likely ability for facility to provide services in response to potential user demand (e.g. facility can be modified).	No ability.	Several alternate facilities may have altered operating times. Depending upon day, wait times can be long.	Depends upon site, access considerations will need to be defined. Water supply and waste management requirements will be site specific.	Depends upon site, access considerations will need to be defined. Water supply and waste management requirements will be site specific.
	Operational risk for CoGG	Operational risk borne by Council in operating a facility. E.g. obligations, transition arrangements, level of control, level of oversight.	No operational risk as no service provided.	Minimal risk for CoGG, communications from Council to truck wash users and lifestyle farmers.	Council wholly responsible in managing operations with own staff or enter into arrangements for specific providers to maintain facility.	Partner may require CoGG to take on additional responsibility to reduce partner's operational risk.
	Appetite to partner with Council	High level forecast of profitability for a financially self sustaining facility. E.g. price of service, capital investment.	Not applicable.	Not applicable.	Not applicable.	Private partners have indicated interest to collaborate with Council contingent on conditions and scenarios.
Viability	**Financial sustainability for City of Greater Geelong**	Example sites for reference. Does not refer to proposed sites for option.	Ongoing cost-savings from closure of the facility.	Ongoing cost-savings from closure of the facility. Finances of alternate facility does not impact CoGG.	Forecast to operate at a small loss (-11% margin). Acquisition of land and funding to develop facility will be Council funded. No grants clearly available for CoGG[1].	Forecast to operate at a small loss (-1% margin). Council will need to explore funding arrangements with private partner. Public partners have indicated no appetite for capital funding. No grants clearly available for CoGG[1].

[1] *Refer to appendix for analysis on grant funding.*

Legend

No or minor challenges are known. Solutions are not constrained. Risks are clear and known.

Challenges may exist, workaround are possible but may result in complexity. Unknown risks are less likely to exist.

Significant challenges likely to exist. Workarounds may not exist or will require significant exploration to understand. Unknown risks likely to exist.

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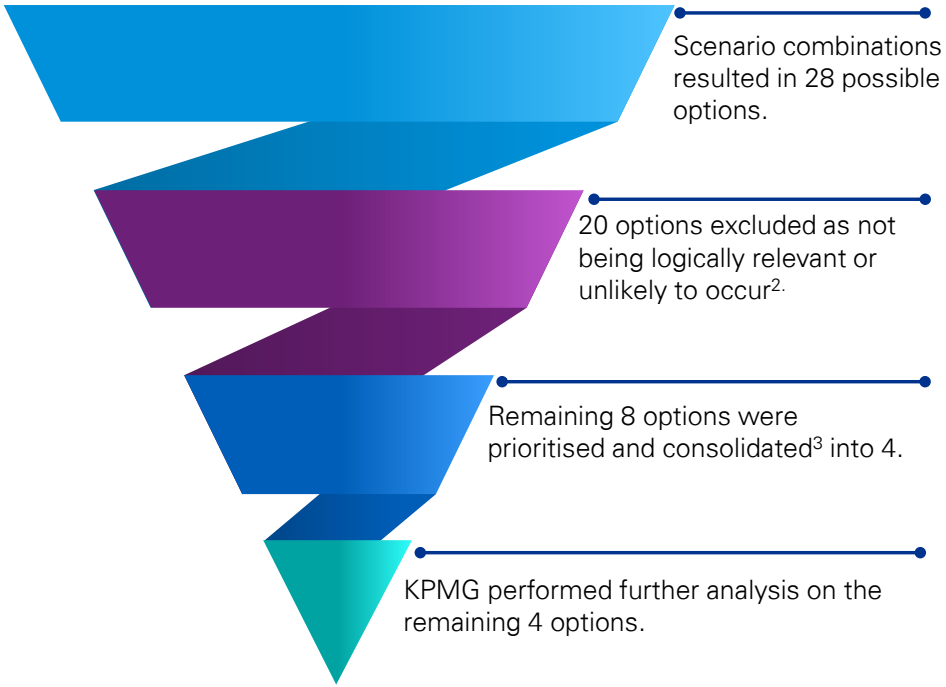
Option Analysis Framework

Moving from a long list to a short list of options



List of recommended options "short list"[1]

A. Council stops service and no replacement provided (the baseline option)

B. An alternative facility is recommended, but outside the LGA and with no Council accountability e.g. Ballarat, Colac or Kyneton Saleyard Truck Wash

C. A new facility is developed within LGA, focused on being en-route for Super Users, and operated by Council e.g. Organic Processing Facility in Anakie

D. A new facility is developed within LGA, focused on being en-route for Super Users, and operated by a Partner working with the Council e.g. Geelong Ring Road Employment Precinct.

[1]Shortlisted options for new facility/ or modified facility have been consolidated as effect on assessment criteria are equal. Sites should be taken as examples only. Further analysis is required to confirm sites for a new facility.
[2]Examples of not logically relevant: Council develops facility outside of LGA without partnership. Examples of unlikely to occur: Partner organisation develops facility without agreement from Council and bear all investment risk for facility.
[3]New and modified facility options for Council and Partnership have been combined into a single option for assessment. 1 option relating to private partner developing new facility immediately outside is considered low priority but will be tested through interviews.

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Options Analysis – Financial Sustainability

High level profitability analysis suggests Options C and D would face significant impediments to achieve financial sustainability

	Baseline	Option C	Option D
Drivers			
Likelihood of losing key users	**N/A**	**Low**	**Low**
Ability to increase users	**N/A**	**Med**	**High**
Ability to increase price per usage	**N/A**	**Med**	**Med**
Complexity to operate site to provide service	**N/A**	**Med**	**Med**
Revenue			
Per minute charge	$ 1.00	$ 2.20	$ 2.20
Super User	$ 87,898	$ 212,714	$ 251,390
Regular User	$ 17,453	$ 43,351	$ 49,544
Infrequent User	$ 3,075	$ 7,515	$ 9,019
Total revenue	$108,426	$ 292,217	$ 348,143
Total usage (minutes)	108,426	119,810	140,888
Difference to baseline	N/A	143%	186%
Operating cost			
Variable cost	-$94,661	-$ 107,829	-$ 126,799
Fixed cost	-$150,094	-$ 187,618	-$ 187,618
Total cost	-$244,755	-$ 295,447	-$ 314,417
Difference to baseline	N/A	21%	28%
Profitability			
EBITDA[1]	-$136,329	-$28,636	-$4,464
Margin	-126%	-11%	-1%
Likely capital needs			
Site modification	N/A	-$1,000,000	-$1,000,000
Land acquisition	N/A	-$450,000	-$450,000

How this informs options

- Option C and D are not financially sustainable despite the higher per minute fee from baseline figures and estimated changes to key drivers driving higher usage.
- Option C and D assume no key users are lost due to the proximity of facility within LGA, e.g. this analysis assumes key users do not discontinue service. Conversely, the number of users in Option D is assumed to be 30% higher than Baseline or Option C due to assumed increase in usage brought from fleet of trucks owned by private partner.
- Price per usage is assumed to be consistent throughout Option C and D, and is driven by insights from interviews with users. As a result, Option D has the least negative margin, however it is to be noted that a loss is still made and a profit will be required to payback the capital investment. Grant funding may be difficult for CoGG to receive, refer to appendix for additional information on grant funding research.
- There are a number of scenarios which may invalidate the assumption around usage. If the key users discontinue operations as suggested from user interviews, usage will decrease by 25% from baseline. Margins for Option C will fall to -64% and Option D will fall to -39%.
- Further analysis suggests that in order to achieve a positive margin for Baseline, total usage will need to increase by 1265% from current levels. For Option C, usage will need to increase by 21% and for Option D, usage will need to increase by 3%. This analysis assumes no users discontinue operations.

[1]Profitability measures and operating cost are exclusive of capital costs, i.e. including cost of capital makes this options even less financially attractive
Note: Option C breakeven per minute charge (excl. capital cost) is $2.45. Option D breakeven per minute charge (excl. capital cost) is $2.25. To recoup capital cost over 4 year timeframe, assuming historical usage is consistent in future, addition $3.30 per minute is required.

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Options Analysis

Option A - Discontinue service with no agreements

	Criteria	Description	
Desirability	**Example locations and sites**	Not applicable.	
	Service quality	No service provided.	
	Potential demand	Demand remains, but no service available to meet demand. A portion of users have indicated increased difficulty to access washdown service will result in operational challenges that impact business' ability to continue. Usage analysis of users who claim potential business discontinuation[1] amount to 37% of total usage over a four year period. It is noted that these users stated likely business discontinuation as a result of closure of current facility, independent of development of a new facility. One of the users reside in LGA.	
	Impact to users	Significant impact to users. Users may be required to perform washdown facility in private properties if alternate facilities are not provided.	
	Impact to non-user community in CoGG	Positive for non-user CoGG community; rate payer funds currently funnelled to maintain facility operations can be reallocated.	
	Economic benefits for CoGG	Peri-urban advisory members suggest there may be an adverse impact to the growth of lifestyle farms within the region if there is a decrease in frequency of trucks servicing the area. Peri-urban members suggest any biosecurity incident/s may impact the economy and tourism industry. Loss of local employment (~1 FTE) from current operations.	
	Environmental risk for CoGG	Less risk to immediate residents surrounding facility and OH&S risk for current facility operators. Peri-urban stakeholders indicated higher risk from biosecurity management of livestock movement in region. Lack of structured facility for waste management may result in waste being handled in private properties. Risk of effluent run-off in public areas from transport.	
Feasibility	**Implementation timeline**	Minimal due to wide communications and understanding that the current facility will be decommissioned by end of 2021 or commencement of 2022. External communications and engagement activities will need to commence upon decision to provide advanced noticed to impacted users. Communications required across preferred channels.	
	Ability to meet demand	Not applicable.	
	Operational risk for CoGG	Not applicable.	
	Appetite to partner with Council	Not applicable.	
Viability	**Financial sustainability for City of Greater Geelong**	On-going cost savings from closure of facility for Council.	

[1]*Source: User interviews*

Legend

No or minor challenges are known. Solutions are not constrained. Risks are clear and known.

Challenges may exist, workaround are possible but may result in complexity. Unknown risks are less likely to exist.

Significant challenges likely to exist. Workarounds may not exist or will require significant exploration to understand. Unknown risks likely to exist.

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Options Analysis – Recommended Option

Option B - Discontinue service and recommend alternate facility outside LGA

	Criteria	Description	
Desirability	**Example locations and sites**	Colac Saleyard, Ballarat Saleyard, Kyneton Saleyard	
	Service quality	Depending on facility, additional ancillary services are provided (e.g. shower and toilets not provided in Geelong facility) free of charge. Majority of facilities have a higher number of washdown bays. Note users may experience higher wait-times than current facility, especially in lead-up to sale day despite higher number of washdown bays.	
	Potential demand	Demand remains, but no service available to meet demand. Similar to option A, users have indicated increased difficulty to access washdown service will result in operational challenges that impact business' ability to continue. Additionally, similar to option A, a few select users have indicated discontinuing their operations as a result of the closure of current washdown facility.	
	Impact to users	Significant impact to users. Of users interviewed, 75% have highlighted that facility closure will increase total journey time by 2 hours on average. A user accounting for ~20% of current total usage indicates that there will be significant impact to current trucking routes and result in higher operational cost for the business. As a whole, users have indicated they will attempt to pass-through costs of running operations.	
	Impact to non-user community in CoGG	Positive for non-user CoGG community; rate payer funds currently funnelled to maintain facility operations can be reallocated.	
	Economic benefits for CoGG	Peri-urban advisory members suggest there may be an adverse impact to the growth of lifestyle farms within the region if there is a decrease in frequency of trucks servicing the area. Peri-urban members suggest any biosecurity[1] incident/s may impact the economy and tourism industry. Loss of local employment (~1 FTE) from current operations. It is noted that data between jobs performed and washdown services for users mainly servicing the farm to farm sector does not highlight a 1:1 relationship indicating users do not always wash trucks after completion of each job.	
	Environmental risk for CoGG	Less risk to immediate residents surrounding facility and OH&S risk for current facility operators. Peri-urban stakeholders indicated higher risk from biosecurity management of livestock movement in region. Lack of structured facility for waste management may result in waste being handled in private properties, however less risk as alternate facilities with services are accessible. Risk of effluent run-off in public areas from transport.	
Feasibility	**Implementation timeline**	Minimal due to wide communications and understanding that the current facility will be decommissioned by end of 2021 or commencement of 2022. External communications and engagement activities will need to commence upon decision to provide advanced noticed to impacted users. Communications required across preferred channels. 2-3 months to communicate to users alternate facilities.	
	Ability to meet demand	Facilities currently service similar users. Users may face wait times in using washdown facilities depending on schedule for Saleyard. Alternate facilities will have the same at least the equivalent number of washdown bays available. Current users will be able to access alternate facilities, with majority providing services for B-Doubles.	
	Operational risk for CoGG	Minimal operational risk for Council as no operations are being maintained by Council.	
	Appetite to partner with Council	Not applicable.	
Viability	**Financial sustainability for City of Greater Geelong**	On-going cost savings from closure of facility for Council. Finances of alternate facility does not impact CoGG community directly.	

Legend

No or minor challenges are known. Solutions are not constrained. Risks are clear and known.

Challenges may exist, workaround are possible but may result in complexity. Unknown risks are less likely to exist.

Significant challenges likely to exist. Workarounds may not exist or will require significant exploration to understand. Unknown risks likely to exist.

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[1] *Biosecurity risk is defined in the Biosecurity Act, 2015 (Act) as likelihood of a disease or pest emerging, establishing, or spreading in Australian territory with potential to harm animal, plant or human health. Our understanding is that biosecurity is a shared responsibility within the value chain from transporters, and farmers. Council would be included in value chain if truck wash operations existed.*

Options Analysis

Option C - New facility in LGA operated by Council

	Criteria	Description	
Desirability	**Example locations and sites**	Organics Processing Facility in Anakie, Geelong Ring Road Employment Precinct	
	Service quality	High potential service quality. New facility may be configured to address user's key requirements. Users have expressed interest in 4 bay truck wash facilities, significant increase from current facility's 2 bay configuration. 100% of users interviewed consider the current facility core services to be satisfactory. 50% of users do not consider additional ancillary services (canteen, showers) to be important.	
	Potential demand	Demand exists due to facility being located in LGA. 85% of users consider that the current location is a driver for using the facility. Consideration required on 2 Super Users who may discontinue operations if there is a gap between new facility and closure of current facility, this may signify decrease in potential demand. Some users have noted longer operating hours may result in higher usage of facilities. 88% of users interviewed stated that their usage will not increase upon development of a new facility.	
	Impact to users	Minimal impact to current users due to future location being within LGA and assumed to not present significant detour to current routes. Users have expressed interest in a facility near to the Geelong Ring Road to avoid city traffic to access facility.	
	Impact to non-user community in CoGG	Mixed impact to non-user community. Potential rate-payer funds may be required to support the facility if usage does not cover operating cost and is insufficient to payback initial capital investment. Depending upon future site, community may need to still face truck volumes in surrounding areas.	
	Economic benefits for CoGG	Positive, depending on site, representing increased ability to support local businesses in region (lifestyle farmers). Potential jobs to be provided through facility operations, assumed to be similar to employment from current facility (~1 FTE).	
Feasibility	**Environmental risk for CoGG**	Mixed depending on site. Environmental risks to be understood and managed to minimise biosecurity[1] risks and adhere to requirements. E.g. Organics Processing Facility is nearby to a poultry farm. Waste from inbound trucks travelling through facility will need to be reviewed for any biosecurity risks.	
	Implementation timeline	Minimum of 12 months. Depending upon site, detailed site analysis will be required and EPA permit to be provisioned. Transitional arrangements for current users will be required whilst new facility undergoing planning and development. Site analysis, acquisition and detailed design may require Council to engage external parties into process.	
	Ability to meet demand	Depends upon site, (e.g. access to water supply to be assessed depending on site). Barwon Water have highlighted potential to utilise recycled water provided access is possible from site. Waste management requirements will be site specific depending upon location and zoning. Capital funding will need to be agreed for facility development.	
	Operational risk for CoGG	Council will be responsible for facility operations with own staff or enter into an agreement with a service provider to maintain facility. Risk of operations is not shared with any other parties and Council has full control.	
Viability	**Appetite to partner with Council**	Not applicable.	
	Financial sustainability for City of Greater Geelong	Facility forecasted to operate at a loss (-11% margin) year on year. Highly probable capital funding will not be payable and breakeven costs are not achieved. Note forecast is assuming no Super Users discontinue operations and usage growth can be achieved from new facility (e.g. longer operating hours/more bays).	

Legend

No or minor challenges are known. Solutions are not constrained. Risks are clear and known.

Challenges may exist, workaround are possible but may result in complexity. Unknown risks are less likely to exist.

Significant challenges likely to exist. Workarounds may not exist or will require significant exploration to understand. Unknown risks likely to exist.

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[1]Biosecurity risk is defined in the Biosecurity Act, 2015 (Act) as likelihood of a disease or pest emerging, establishing, or spreading in Australian territory with potential to harm animal, plant or human health. Our understanding is that biosecurity is a shared responsibility within the value chain from transporters, and farmers. Council would be included in value chain if truck wash operations existed.

Options Analysis

Option D - New facility in LGA operated by Partner with Council

	Criteria	Description	
Desirability	**Example locations and sites**	Organics Processing Facility in Anakie, Geelong Ring Road Employment Precinct	
	Service quality	High potential service quality. New facility may be configured to address user's key requirements. Users have expressed interest in 4 bay truck wash facilities, significant increase from current facility's 2 bay configuration. 100% of users interviewed consider the current facility core services to be satisfactory. 50% of users do not consider additional ancillary services (canteen, showers) to be important.	
	Potential demand	Demand exists due to facility being located in LGA. 85% of users consider that the current location is a driver for using the facility. Consideration required on 2 super users who may discontinue operations if there is a gap between new facility and closure of current facility, this may signify decrease in potential demand. Some users have noted longer operating hours may result in higher usage of facilities. 88% of users interviewed stated that their usage will not increase upon development of a new facility.	
	Impact to users	Minimal impact to current users due to future location being within LGA and assumed to not present significant detour to current routes. Users have expressed interest in a facility near to the Geelong Ring Road to avoid city traffic to access facility.	
	Impact to non-user community in CoGG	Mixed impact to non-user community. Potential rate-payer funds may be required to support the facility if usage does not cover operating cost and is insufficient to payback initial capital investment. Depending upon future site, community may need to still face truck volumes in surrounding areas.	
	Economic benefits for CoGG	Positive, depending on site, representing increased ability to support local businesses in region (lifestyle farmers). Potential jobs to be provided through facility operations, assumed to be similar to employment from current facility (~1 FTE).	
	Environmental risk for CoGG	Mixed depending on site. Environmental risks to be understood and managed to minimise biosecurity[1] risks and adhere to requirements. E.g. Organics Processing Facility is nearby to a poultry farm. Waste from inbound trucks travelling through facility will need to be reviewed for any biosecurity risks.	
	Implementation timeline	Minimum of 12 months. Depending upon site, detailed site analysis will be required and EPA permit to be provisioned. Transitional arrangements for current users will be required whilst new facility undergoing planning and development. Site analysis, acquisition and detailed design may require Council to engage external parties into process. Risk of delays in timeline due to potential negotiations with external parties on agreeable commercial arrangements.	
Feasibility	**Ability to meet demand**	Depends upon site, (e.g. access to water supply to be assessed depending on site). Barwon Water have highlighted potential to utilise recycled water provided access is possible from site. Waste management requirements will be site specific depending upon location and zoning. Capital funding will need to be agreed for facility development.	
	Operational risk for CoGG	Partner may require Council to bear a large proportion of risk to reduce their operational risk. Additionally, risk that parties do not find a mutually agreeable commercial agreement that enables future development of facility. Council may also need to manage operations alongside multiple parties resulting in increased complexity.	
	Appetite to partner with Council	Barwon Water have highlighted potential support in mutually beneficial arrangements that support facility operations. However, there Barwon Water do not have an appetite to support with capital funding. A private partner has highlighted appetite to enter into an agreement with Council provided multi-party arrangement is struck between Council and other entities. Geelong Port have indicated interest in further discussing feasibility of locating a new facility within Port grounds if it can be commercially viable and a business case can be developed and approved by Port management.	
Viability	**Financial sustainability for City of Greater Geelong**	Facility forecasted to operate at a loss (-1% margin) year on year. Highly probable capital funding will not be payable and breakeven costs are not achieved. Note forecast is assuming no Super Users discontinue operations and usage growth can be achieved from new facility (e.g. longer operating hours/more bays).	

Legend

No or minor challenges are known. Solutions are not constrained. Risks are clear and known.

Challenges may exist, workaround are possible but may result in complexity. Unknown risks are less likely to exist.

Significant challenges likely to exist. Workarounds may not exist or will require significant exploration to understand. Unknown risks likely to exist.

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Options Analysis – Alternative Sites/Facilities

Example alternative sites for proposed options

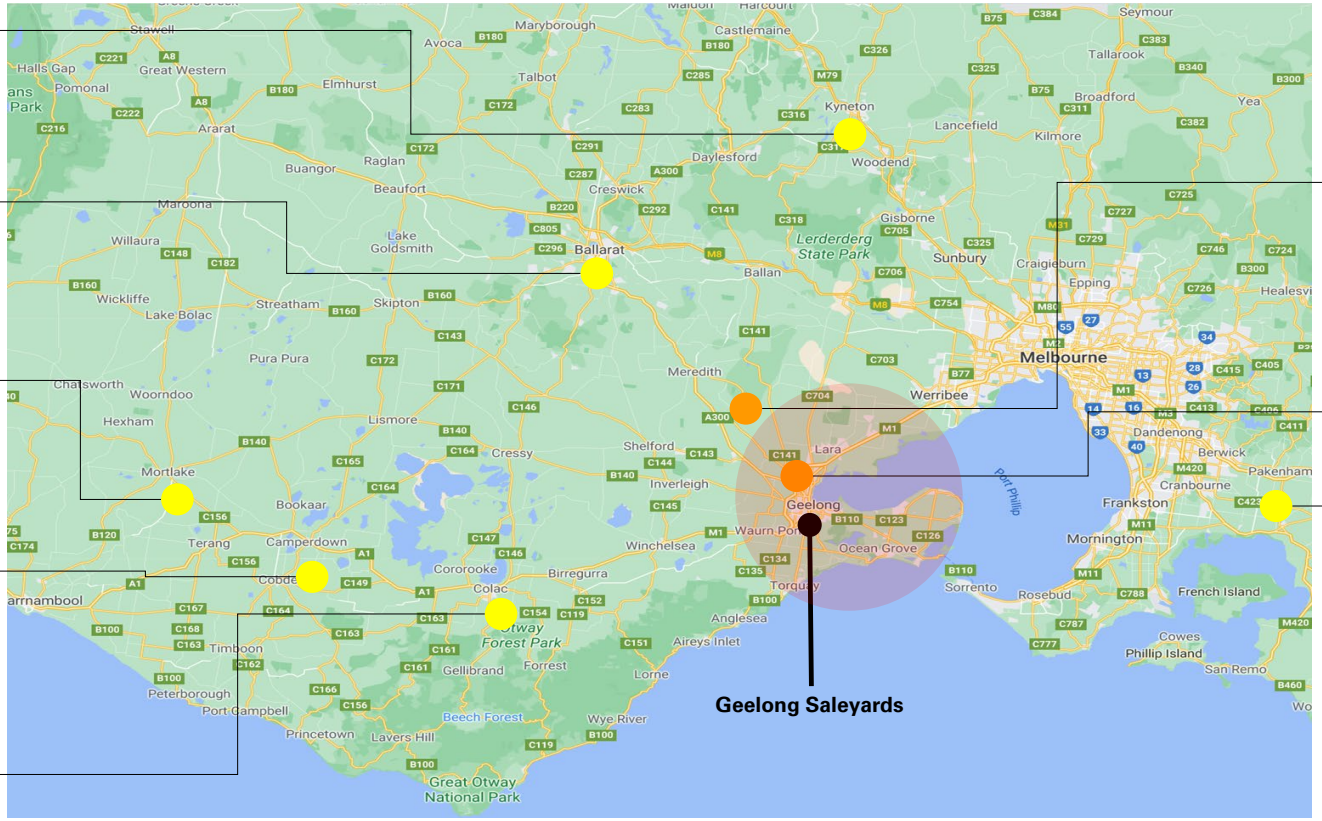
Shire of Kyneton
Saleyard

City of Ballarat
CVLX Truckwash

Shire of Mortlake
Mortlake WVLX
Truckwash

Corangamite Shire
Camperdown
CRLX Truckwash

Colac Otway Shire
Colac Saleyard
Truckwash



City of Greater Geelong
Organics Processing Facility

City of Greater Geelong
Geelong Ring Road
Employment Precinct

Shire of Cardinia
Pakenham Saleyard
Truckwash

Legend:

Site = Has truck wash facility today

Site = No truck wash facility today

Option B

Option C and D

Source: CoGG Facility Usage Data: 2018 – 2021 and Interviews with facility users

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5.

Recommendation and Implementation Considerations

Recommended Option and Implementation

This report recommends discontinuing the truck wash service and communicating alternatives to users (Option B)

This report recommends the City of Greater Geelong (CoGG) discontinue the provision of truck wash services and, instead, provide users of the truck wash and the local community with information relating to alternate facilities within the surrounding region.

Key considerations driving this recommendation are:

- **Low usage by CoGG businesses and residents** – 91% of usage in the last four years is with users that do not reside or have their place of business within CoGG.
- **Usage is declining and heavily dependent on key users** – Overall usage has declined since 2019-20 financial year. 80% of usage comes from only ten users.
- **A new or improved truck wash service is unlikely to increase usage** – Interviews with users have indicated that development of a new or improved facility will not result in higher usage.
- **Truck wash is not profitable without a material increase in price** – The current operations have run at a loss for at least four years. To break even the price would need to more than double.
- **New facilities/sites considered come with significant risks and costs** - The facilities/sites considered have significant challenges to overcome e.g. capital investment required, implementation time, limited space, environmental risks, limited partnering, less convenient locations, financial sustainability.
- **There are other truck wash facilities within the regional areas** – There are 5 truck wash facilities located near commercial farms such as in the Colac, Ballarat, Kyneton, Mortlake, and Corangamite area.

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Recommended Option and Implementation

Implementation considerations and critical success factors

Implementation Considerations

As per our detailed options analysis, the implementation of the recommended option could feasibly be completed by the City of Greater Geelong in the short term. Key considerations include:

Work with five alternate facilities on guidance to users:

- To provide users with clear alternatives and guidance on usage, CoGG will need to ensure the alternative truck wash facilities (Colac, Ballarat, Kyneton, Mortlake, and Corangamite area) are happy to be named as alternatives. CoGG will also have to agree how and what to communicate to users e.g. where to go, who to contact, how to register, etc.

Leverage existing communication and engagement plans:

- Upon Council approval of the recommended option, CoGG can extend upon the current stakeholder communication and engagement program for the decommissioning of the current truck wash facility in 2022 (rather than development separate plans).

Implementation timeline:

- Pending approval of the recommended option, we anticipate a timeline of 2-3 months to implement as outlined in the proposed roadmap.

Critical success factors

Requirement	Enabler
Ensure leadership commitment and availability	• Establish Executive and management support and ensure visibility and monitoring across relevant internal governance forums to support implementation • Ensure timely availability of various business stakeholders for internal and external communications and engagement as required.
Enable City SME contribution to implementation	• Ensure that the right capability and skills (change management, communications, etc) to deliver on the implementation activities are resourced and committed to the execution. • Ensure an appropriate number of resources have been budgeted to support the program – including backfilling for SME's if required.
Invest in change management and adoption	• Invest in external and internal change management activities to drive adoption, advocate for change, and reinforce and embed change. • Nominate key individuals within the City to act as promoters of the new approach externally and internally.
Execute clear communications and community engagement	• Establish clear and consistent communications and engagement with key stakeholders in the community to drive and embed the changes.
Ensure internal alignment and consistency	• Establish clear and consistent internal communications to ensure alignment across all relevant stakeholders and departments internally.

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Recommended Option and Implementation

Roadmap of activities for recommended option B

★ October Council Meeting – Decision on preferred option

★ Closure of current facility

Activities		Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022
1	**Internal processes**									
1.1	Review impacted users and confirm method of engagement									
1.2	Review and update existing communications and change management plan									
1.3	Confirm engagement strategy for alternative facilities									
1.4	Draft and approve communications to impacted stakeholders									
1.5	Facility decommissioning									
2	**External Communication & Engagement**									
2.1	CEO update									
2.2	Digital: Update Saleyard webpage									
2.3	Digital: Update Social media and city channels									
2.4	Community engagement: Councillor updates									
2.5	Mailout: Send notification of closure to truck wash users, current and historical									
2.6	Ongoing: Physical signboard on site									

★ Milestone End of Year Break

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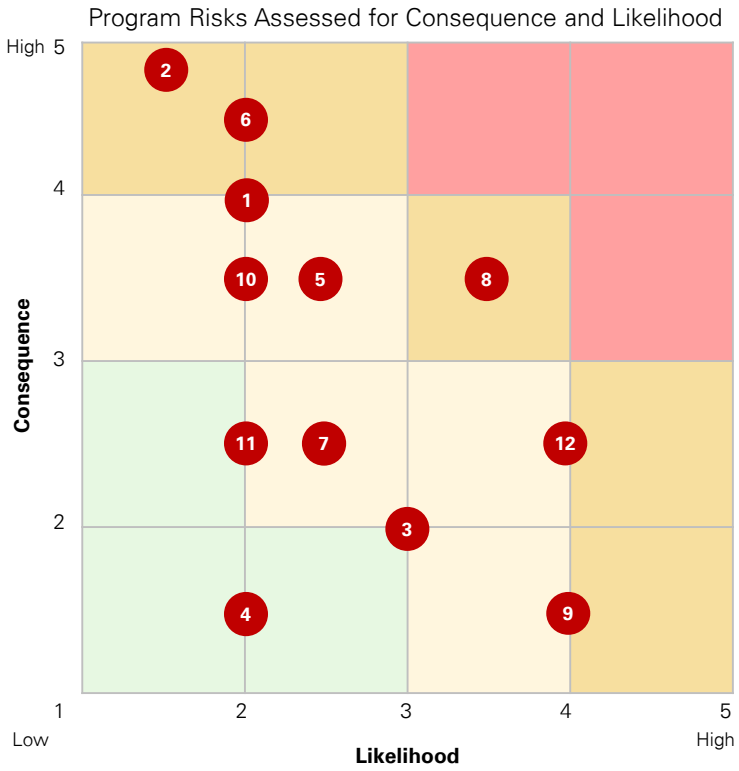
Recommended Option and Implementation

Risk analysis on implementation of option B

A high level risk analysis on the implementation consequences for the recommended option is outlined below.



Ref	Risk
1	Council is required to develop a new facility after communicating the recommended option externally
2	A biosecurity risk results in an incident in LGA negatively impacting tourism and employment across industries in the region[1]
3	Users within LGA are significantly impacted and request Council to support in maintaining business operations
4	Lifestyle farmers in LGA are significantly impacted and request for CoGG to reconsider alternatives to develop a new facility
5	Stakeholders within LGA request Council to enter into partnership arrangements with alternate facilities outside of LGA to support local users and lifestyle farmers resulting in increased timeline to consider implementation option
6	Market failure occurs for lifestyle farmers within the region as a result of increased operational cost for users in immediately surrounding regions
7	Users in LGA perform wash down services in private property increasing risk of biosecurity issues in the LGA
8	Current users request Council to continue operations of current truck wash facility resulting in delays to the redevelopment process resulting in increased timeline to consider implementation option
9	Stakeholders may request Council to re-assess options analysis based upon a wider community impact lens and/or further discussions with potential partners.
10	Potential partners may come forward to Council with favourable terms regarding the option to co-develop or manage a new facility within the LGA requiring Council to reassess the financial sustainability of new development based upon commercial agreements put forward.
11	Increased challenges in operating lifestyle farms due to exit of local livestock transporters reduce the number of new lifestyle farmers entering the LGA
12	Increased effluent spillage on community roads result in higher community maintenance cost of Council to rectify biosecurity/hygiene risks and increased weed growth

[1]Biosecurity risk is defined in the Biosecurity Act, 2015 (Act) as likelihood of a disease or pest emerging, establishing, or spreading in Australian territory with potential to harm animal, plant or human health. Our understanding is that biosecurity is a shared responsibility within the value chain from transporters, and farmers. Council would only be included in value chain if truck wash operations existed.

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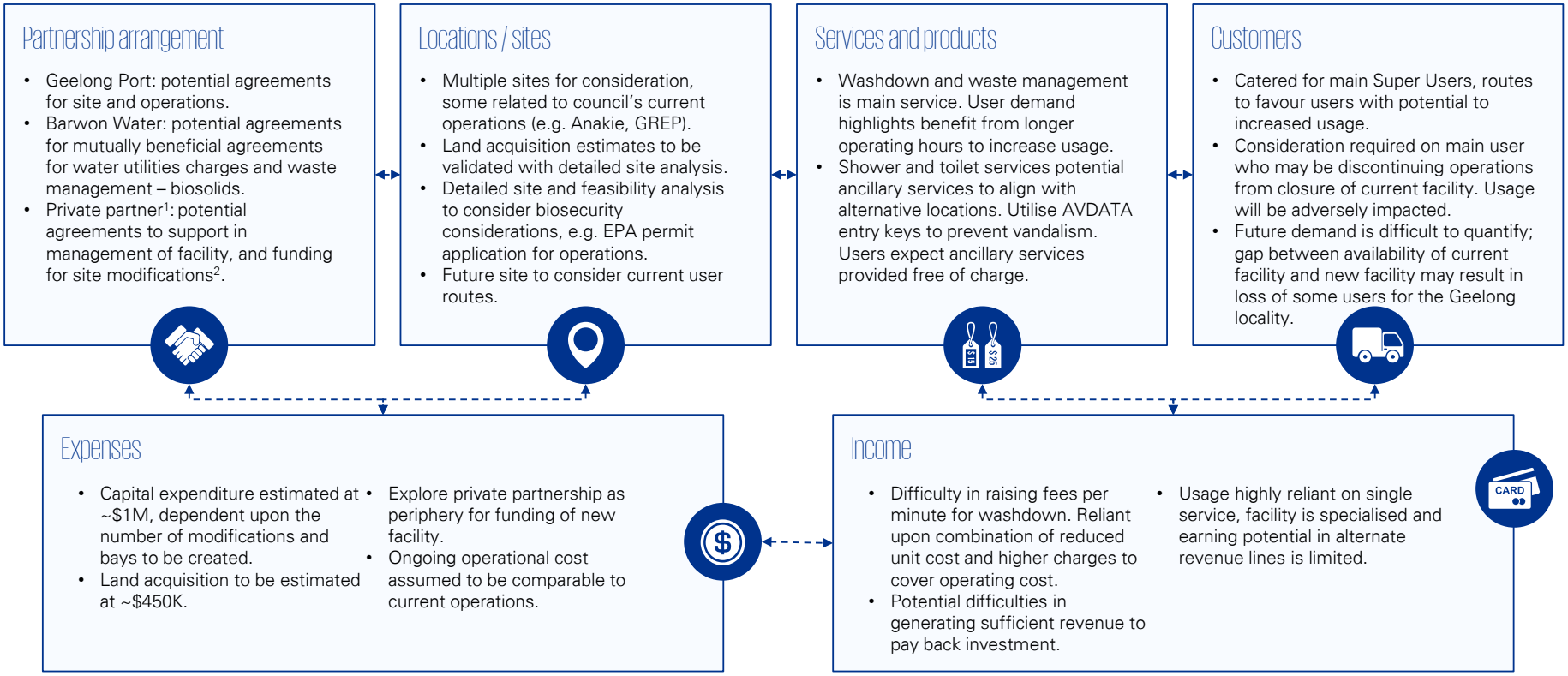
6. Appendix: Implementation Considerations for Option C and/or D

Appendix

Business model canvas for hybrid of Option C and D (provided here if recommended option B is not accepted)



[1]*Private partner name will not be disclosed in this report.*
[2]*Partner has highlighted potential funding size will be contingent upon site location.*

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Appendix

Roadmap of activities for hybrid of Option C and D

Activities		Sep 2021	Oct 2021	Nov 2021	Dec 2021	Jan 2022	Feb 2022	Mar 2022	Apr 2022	May 2022
1	**Internal processes** • Key stakeholder consultation.									
2	**Detailed site assessment and demand** • Develop shortlisted sites based upon market research and collaboration with Council and/or Partners. • Assess partner demand based on shortlisted criteria. • Determine site evaluation criteria including with reference to physical site characteristics, capacity, planning, services and access. • Benchmarking of comparable facilities in other regional locations. • Evaluation of shortlisted sites and recommendation.									
3	**Design conceptualisation** • Development of truck wash high level functional brief including: capacity, configuration, services; and standards, etc. • Development of capital cost estimates. • Investigation of truck wash facility management models.									
4	**Operational forecasts** • Development of operational forecasts including: Price points (e.g. cost of service); partnerships, facility overhead costs; and capital costs.									
5	**Financial feasibility and funding** • Assessment of the overall financial and operational feasibility of the proposed truck wash facility including calculation of the NPV of the project. • Assessment of funding requirements and investigation of funding options. • Commercial partner negotiations.									

★ Milestone ▨ End of Year Break

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7. Appendix: Assumptions and Other Supporting Information

Appendix

Key scenarios agreed with CoGG in development of the long list of options for consideration

As part of the options development process, a co-development workshop between KPMG and CoGG enabled the creation of three key scenarios that informed future options. Each scenario contains three settings that enabled differentiation between options and allowed for a combination of option permutations to assess as part of the 'long list'.

Examples are provided to provide the reader with context on differentiation points between settings. Multi operator partnership agreements do not form part of the settings due to perceived complexity and operational risk for CoGG.

Facility	Alternative existing facility *E.g. Facility exists, no modifications required*	Modify existing facility *E.g. Facility exists, modifications required to provide service*	New facility *E.g. New facility*
Proximity of Location	Within council locality and typical route for Regular Users *E.g. Greater Geelong*	Immediately outside council locality *E.g. Wyndham Vale, Golden Plains, Surf Coast, Moorabool*	Significantly outside of council locality *E.g. Colac, Ballarat*
Operator / Partnership[1]	Council *E.g. Solely operated by Council, full control*	Single operator – formal agreement *E.g. Not operated by Council, some form of control through formal agreement*	Single operator - informal agreement *E.g. Not operated by Council, no control and no formal agreements*

[1] *Single partner operator / partnership.*

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Appendix

There is a low likelihood for grant funding to be available to CoGG in development of a new facility

Purpose

For CoGG to develop a new truck wash facility, significant capital investment is required.

During interviews with stakeholders it was believed there is funding available from the Federal and State government to assist in the development and operational costs of the truck wash facility.

KPMG subject matter experts were engaged to identify all available funding to CoGG.

Process

Step	Description
01	All funding opportunities resulted in 6,160 possible grants.
02	Filter on sectors for community services resulted in 1,051 possible grants remaining.
03	Filter on select areas; environment, animal welfare, sustainability and water resulted in 998 possible grants remaining.
04	Filter on grants for infrastructure, facilities and other resulted in 701 possible grants remaining.
05	Filter on grants for all funding sources and National and Victoria resulted in 143 possible grants remaining.
Final	Possible grants remaining were narrowed down based on their relevance to CoGG.

Results

A holistic search on Government databases revealed there is no dedicated grant available for CoGG in relation to development of a truck wash facility. However, KPMG has identified the following grants opportunity for consideration:

Heavy Vehicle Safety and Productivity Program

Who can apply:

- COGG is eligible to apply as they are a Local Government Authority in receipt of the Roads to Recovery funding.
- COGG may be eligible for this grant if it becomes an eligible Council under the Drought Communities Program Extension

Purpose:

- The Heavy Vehicle Safety and Productivity Program (HVSPP) is an Australian Government initiative to fund infrastructure projects that improve the productivity and safety outcomes of heavy vehicle operations across Australia

Likelihood of success:

- Funding for live stock facilities have been granted in previous years. Note assessment criteria requires 'value for money' assessment with clear references to the benefits the facility may bring alongside letters from local businesses supplementing current and future usage.
- Funding does not include planning and design and will only provide 50% of total funding. Additionally, construction must commence within 12 months of signing of Project Approval Instrument and be completed no later than 24 months after signing of Project Approval Instrument.

Regional Jobs and Infrastructure Fund (RJF) – Regional Jobs Fund

Who can apply:

- COGG is eligible to apply as they are a Local Government Authority in Regional Victoria.

Purpose:

- The Regional Jobs Fund (RJF) looks to support projects which create employment opportunities across industry sectors where regional competitive advantage exists.

Likelihood of success:

- Eligible types of projects which are relevant to CoGG include; investment to develop new facilities, expand existing facilities and repurposed facilities and projects that underpin the sustainability of businesses and the retention of jobs in regional Victoria.
- However, activities generally not considered for funding are projects normally funded through commonwealth, state or local government sources. In the circumstances, a truck wash facility is generally funded by government sources. Therefore, there is low likelihood of CoGG being successful due to the criteria of the grant.

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Appendix

Assumptions

Category	Assumption Description
Usage and revenue analysis	• Council usage data is assumed to be accurate and captures all usage for truck wash within the periods 2017-2021 • Council financial data is exclusive to the operations of the Saleyard and truck wash. • Straight line extrapolation is appropriate to supplement revenue data lacking for 4th quarter in Council financial data. • Council data captures all revenue sourced from user pays component from AVData billing platform. • Truck wash was operating next to an adjoining Saleyard for a portion of the FY2017-18 year.
Expense analysis	• Council financial data is exclusive to the operations of the Saleyard and truck wash. • Average for cost for 2018-19 and 2019-20 is representative for the expense of the facility. It is noted that expenses in 2017-18 contains expenses relating to the Saleyard (operations ceased in 31 August 2017).
Stakeholder interviews	• Where user indicated locality as starting / ending routes, the destination is assumed to be the centre of the locality on Google Maps. No specific addresses were provided by the users in their starting / ending routes. • Users who travel to Colac, Mortlake, Ballarat and Kyneton and complete their routes nearby will have a truck that is empty and ready for washdown. • Travel time (e.g. minutes to drive to a location) is an estimate based on following popular routes on Google Maps.
Options analysis	• Implementation timeline for where a new facility is required will need EPA permit approval, which takes at least 12 months. • New facility refers to development of a new structure on land. Modification refers to modifying an existing structure that already provides wash down services or capability to accommodate livestock trucks. • Development of a new facility will require the same amount of on-site labour as current operations. • No detailed site analysis was performed in the assessment of options.
Financial viability analysis	• Calculation of Baseline figures leverages financial and usage data from Council. • Pricing increases to determine financial viability is appropriate given responses provided in stakeholder interviews on user's willingness to pay. • Capital needs assessment for facility development assumed a 4 bay truck wash facility. • Land acquisition cost assumed 15,000 square meter for a new facility. • Land acquisition cost assumed $30 per square meter cost as provided by Council. • Increase in user is assumed to be proportionate across all the user segments (e.g. increase not isolated to a specific segment). • High level profitability analysis leverages the EBITDA calculation to remove variability in interest, taxes, depreciation and amortization. • Profitability analysis for option B is not required as it does not relate to a facility which Council will be required to operate / co-operate with a partner. • Revenue and operating cost figures are calculated as averages for relevant previous periods where facility operations are comparable to future conditions (e.g. no Saleyards). • The Baseline variable cost is assumed to be consistent for operations in Options C and D. However fixed cost for Option C and D is 25% higher from Baseline due to assumed complexity in running alternate conditions (e.g. higher number of washdown bays).

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2.9. Armstrong Creek West Community Hub - Proposed Naming

Source: **Community Life**
Director: **Robyn Stevens**

Purpose

1. For Council to endorse the release of the proposed name for the Armstrong Creek West Community Hub (Hub) for community consultation for a period of four weeks.

Background

2. The Hub will provide access to a wide variety of family, early years and community services. The Hub is situated at 110-122 Unity Drive, Mount Duneed and will be modern, accessible and sustainable.
3. The new facility will accommodate a range of early years and family services including a sessional kindergarten, maternal and child health, family support consulting rooms and flexible community spaces. The Hub will also compliment the nearby community shed.
4. Construction of the Hub is currently underway and is scheduled for completion in March 2023.

Key Matters

5. The proposed name for the Hub is Poa Banyul Mount Duneed Community Hub.
6. Poa Banyul translates to Grassy Hill.
7. The City engaged with the Wadawurrung Traditional Owners Aboriginal Corporation in the development and the inclusion of language in the naming of the new building to reflect Wadawurrung cultural heritage.
8. The name meets the criteria under the *Geographical Place Names Act 1998*, and as outlined in the guidelines, Naming rules for places in Victoria 2016.

RESOLUTION - Item 2.9

Cr Moloney moved, Cr Nelson seconded -

That Council:

1. **Endorse the release of the proposed naming of the Armstrong Creek West Community Hub, *Poa Banyul Mount Duneed Community Hub*, for community consultation for the period of four weeks; and**

2. **Note that a further report will be provided to Council to formally adopt *Poa Banyul Mount Duneed Community Hub* as the name for the facility, subject to community engagement outcomes and statutory approval from the Office of Geographic Names.**

Carried

Financial Sustainability

9. Council is responsible for the cost of the signage to the new building. This cost is accounted for within the capital project budget.

Community Engagement

10. The City has undertaken a detailed engagement process with the Wadawurrung Traditional Owners Aboriginal Corporation in the Hub design development and the inclusion of language in the fabric and naming of the new building to reflect Wadawurrung cultural heritage.

11. Notification of community consultation will be given through key local media and the Geelong Australia website via “Have Your Say”.

Social Equity and Sustainability

12. The proposal promotes and respects Aboriginal culture, helps build relationships between Aboriginal and non-Aboriginal Australians, and promotes education of Aboriginal history and culture within Council and across the community.

Relevant Law/Policy/Legal Implications

13. Community engagement on the proposed naming is required to comply with the *Geographical Place Names Act 1998*.

Alignment to Community Plan and Vision

14. This report aligns with Our Community Plan 2021-2025 strategic priority:
Healthy, caring and inclusive community.

15. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
An inclusive, diverse, healthy and socially connected community.

Conflict of Interest

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

Risk Assessment

17. The proposed naming of the Hub considers the risk of emergency services not being able to locate the facility. The risk is minimal, as the name is not duplicated anywhere in the municipality and the naming complies with the *Geographical Place Names Act 1998*. The Emergency Services Telecommunications Authority is responsible for responding to 000 calls and will be notified of the name change, if approved.

Environmental Sustainability

18. There are no environmental issues arising from this report.

Attachments

Nil

2.10. Armstrong Creek Library - Proposed Naming

Source: **Community Life**
Director: **Robyn Stevens**

Purpose

1. For Council to endorse the release of the proposed naming for the new Armstrong Creek Library (Library) for community consultation for a period of four weeks.

Background

2. The Library will deliver civic social infrastructure for the growing community, provide access to a library service, co-working spaces and outdoor spaces.

3. The Library at 10 Main Street, Armstrong Creek adjoins the Town Square and shopping precinct and will be modern, accessible and sustainable.

4. The new facility will provide exemplary state-of-the-art, five-star Green Star environmentally, sensitive, creative and technologically enhanced community spaces to enable the growing community to connect, socialise, learn and thrive.

5. Construction of the Library is underway and is scheduled for completion in early 2024.

Key Matters

6. The proposed name for the Library is Biyal-a Armstrong Creek Library.

7. Be-al-a translates as ‘a place of many red gums’ referring to the overall Armstrong Creek valley-scape and its watercourse, and it also expresses that the ‘red gums speak lots of stories’.

8. The City and the Geelong Regional Library Corporation engaged with the Wadawurrung Traditional Owners Aboriginal Corporation in the Library design development and the inclusion of language in the naming of the new building to reflect Wadawurrung cultural heritage.

9. The name meets the criteria under the *Geographical Places Names Act 1998*, and as outlined in the guidelines, Naming rules for places in Victoria 2016.

RESOLUTION - Item 2.10

Cr Nelson moved, Cr Moloney seconded –

That Council:

1. **Endorse the release of the proposed naming of the new Armstrong Creek Library, *Biyal-a Armstrong Creek Library*, for community consultation for a period of four weeks; and**

2. **Note that a further report will be provided to Council to formally adopt *Biyal-a Armstrong Creek Library* as the name for the facility, subject to community engagement outcomes and statutory approval from the Office of Geographical Names.**

Carried

Financial Sustainability

10. Council is responsible for the cost of the signage to the new building. This cost is accounted for within the capital project budget.

Community Engagement

11. The City together with the Geelong Regional Library Corporation has undertaken a detailed engagement process with the Wadawurrung Traditional Owners Aboriginal Corporation. Engagement covered the Library design development and the inclusion of language in the naming of the new building to reflect Wadawurrung cultural heritage.

12. Notification of community consultation will be given through key local media and the Geelong Australia website via “Have Your Say”.

13. Community engagement on the proposed naming is required to comply with the *Geographical Place Names Act 1998*.

Social Equity and Sustainability

14. The proposal promotes and respects Aboriginal culture, helps build relationships between Aboriginal and non-Aboriginal Australians, and promotes education of Aboriginal history and culture within Council and across the community.

Relevant Law/Policy/Legal Implications

15. Community engagement on the proposed naming is required to comply with the *Geographical Place Names Act 1998*.

Alignment to Community Plan and Vision

16. This report aligns with Our Community Plan 2021-2025 strategic priority:
Healthy, caring and inclusive community.

17. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
An inclusive, diverse, healthy and socially connected community.

Conflict of Interest

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

Risk Assessment

19. The proposed naming of the Armstrong Creek Library considers the risk of emergency services not being able to locate the facility. The risk is minimal, as the name is not duplicated anywhere in the municipality and the naming complies with the *Geographical Place Names Act 1998*. The Emergency Services Telecommunications Authority is responsible for responding to 000 calls and will be notified of the name change, if approved.

Environmental Sustainability

20. There are no environmental issues arising from this report.

Attachments

Nil

2.11. Drysdale Library - Proposed Naming

Source: **Community Life**
Director: **Robyn Stevens**

Purpose

1. For Council to endorse the release of the proposed naming of Drysdale Library (Library) for community consultation for a period of four weeks.

Background

2. The Library will deliver civic social infrastructure for the growing community providing access to a library service, community spaces, adult changing places facility and outdoor spaces.
3. The Library is part of the new Drysdale Town Centre at 10 Wyndham Street, Drysdale and will be modern, sustainable and accessible.
4. The sustainable building has been designed to be welcoming and a safe space that is open to all members of the community.
5. Construction of the Library is currently underway and is scheduled for completion in early 2023.

Key Matters

6. The proposed name for the Library is Boronggook Drysdale Library.
7. Bo-rong-gook is the Wadawurrung name for the immediate Drysdale locality and refers to ‘turf'.
8. The City and the Geelong Regional Library Corporation engaged with the Wadawurrung Traditional Owners Aboriginal Corporation in the Library design development and the inclusion of language in the naming of the new building to reflect Wadawurrung cultural heritage.
9. The name meets the criteria under the *Geographical Places Name Act 1998*, and as outlined in the guidelines, Naming rules for places in Victoria 2016.

RESOLUTION - Item 2.11

Cr Sullivan moved, Cr Mason seconded -

That Council:

1. **Endorse the release of the proposed naming of the new Drysdale Library, *Boronggook Drysdale Library*, for community consultation for a period of four weeks; and**

2. **Note that a further report will be provided to Council to formally adopt *Boronggook Drysdale Library* as the name for the facility, subject to community engagement outcomes and statutory approval from the Office of Geographical Names.**

Carried

Financial Sustainability

10. Council is responsible for the cost of the signage to the new building. The cost is accounted for within the capital project budget.

Community Engagement

11. The City, together with the Geelong Regional Library Corporation has undertaken a detailed engagement process the Wadawurrung Traditional Owners Aboriginal Corporation. Engagement covered the Library design development and the inclusion of language in the naming of the new building to reflect Wadawurrung cultural heritage.

12. Notification of community consultation will be given through key local media and the Geelong Australia website via “Have Your Say”.

13. Community engagement on the proposed naming is required to comply with the *Geographical Place Names Act 1998*.

Social Equity and Sustainability

14. The proposal promotes and respects Aboriginal culture, helps build relationships between Aboriginal and non-Aboriginal Australians, and promotes education of Aboriginal history and culture within Council and across the community.

Relevant Law/Policy/Legal Implications

15. Community engagement on the proposed naming is required to comply with the *Geographical Place Names Act 1998*.

Alignment to Community Plan and Vision

16. This report aligns with Our Community Plan 2021-2025 strategic priority:
Healthy, caring and inclusive community.

17. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
An inclusive, diverse, healthy and socially connected community.

Conflict of Interest

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

Risk Assessment

19. The proposed naming of the Library considers the risk of emergency services not being able to locate the facility. The risk is minimal, as the name is not duplicated anywhere in the municipality and the naming complies with the *Geographical Place Names Act 1998*. The Emergency Services Telecommunications Authority is responsible for responding to 000 calls and will be notified of the name change, if approved.

Environmental Sustainability

20. There are no environmental issues arising from this report.

Attachments

Nil

2.12. Southeast Bellarine Coast 4W - Collendina - Coastal and Marine Management Plan - Draft

Source: **City Services**
Director: **Guy Wilson-Browne**

Purpose

1. To endorse the draft Southeast Bellarine Coast (4W-Collendina) Coastal and Marine Management Plan for public exhibition and community engagement for a period of 30 days.

Background

2. The Department of Environment Land Water and Planning (DELWP) released *Coastal and Marine Management Plan (CMMP) Guidelines 2022* which outline the need for all coastal Crown land managers to generate a CMMP for their management areas under the *Marine and Coastal Act 2018*.

3. The draft Southeast Bellarine Coast (4W-Collendina) CMMP has been prepared by the City for the management of the Buckley Park Foreshore Reserve. The area covers the five kilometre coastal reserve from Bonnyvale Road, Collendina through to 4W Fellows Road (refer Appendix 1: Project Area).

4. The City established a Project Steering Group in 2021 with representatives from all eight land management groups involved in the area including the Wadawurrung Traditional Owners Aboriginal Corporation (WTOAC).

Key Matters

5. The Buckley Park Foreshore Reserve, part of the Bellarine Peninsula Southern Coast, is now recognised as a State Significant Landscape under the Distinctive Area Landscape – Statement of Planning Policy (draft).

6. The vision for the draft CMMP is to prioritise the recognition, protection and enhancement of the Bellarine Southeast Coast of coastal and marine ecosystems, whilst fostering cultural connection and community stewardship.

7. Actions are developed around six key objectives: acknowledge Traditional Owners' rights, aspirations and knowledge; protect and enhance the marine and coastal environment, respect natural processes, strengthen resilience to climate change, use and develop sustainability and promote stewardship and collaborative management

8. The actions will guide investment and priorities over the next ten years with review after five years in line with DELWP CMMP Guidelines.

ORIGINAL RECOMMENDATION

That Council endorse the Southeast Bellarine Coast (4W to Collendina) Coastal and Marine Management Plan (as attached) for public exhibition and community engagement for a period of 30 days.

REVISED OFFICER RECOMMENDATION

RESOLUTION - Item 2.12

Cr Sullivan moved, Cr Mason seconded -

That Council endorse the Southeast Bellarine Coast (4W to Collendina) Coastal and Marine Management Plan (as attached) for public exhibition and community engagement for a period of 30 days, subject to amendment of the Draft document to reflect the current settlement boundaries to those shown in the Greater Geelong Planning Scheme.

Carried

Financial Sustainability

9. The draft CMMP is funded by the City and approved actions will be delivered as part of ongoing budget cycles. Grant opportunities will continue to be sourced like the recently acquired $270,000 Dunecare grant for weed control and restoration works in Buckley Park Foreshore Reserve.

Community Engagement

10. The development of the draft CMMP was informed by extensive, wide-spread community engagement with community, landholder, tourism and land manager stakeholders. Engagement included the formation of a Community Representative Group with members from fourteen local groups. Details of the community consultation can be viewed on the City's Have Your Say Page.

11. The draft CCMP covers the area from 4W to Collendina. The 'W' foreshore marking system refers to the emergency markers that identify each beach entrance. The W refers to the signs west of Port Phillip Bay and the western numbers start at the Point Lonsdale Lighthouse which is 1W. The Fellows Road, Point Lonsdale entrance to the beach is 4W.

12. A strong partnership has been formed with the WTOAC as this place of sea Country and bush Country form an important part of the Wadawurrung cultural heritage and dreaming. Numerous tangible and intangible sacred sites in this landscape are recognised.

13. There are key community groups who have a significant interest in the site including Friends Of Buckley Park Reserve, Ocean Grove Community Association, Swan Bay Environment Association, Geelong Field Naturalist Club, BirdLife Bellarine, Ocean Grove Coastcare, Bellarine Catchment Network, Bellarine Landcare Group, Point Lonsdale Civic Association, Queenscliffe Environment Forum and Queenscliffe Community Association.

Social Equity and Sustainability

14. The delivery of actions within the CMMP will support community connection to nature and wellbeing by providing access to coastal and marine areas for passive recreation and cultural connection to country. Community groups are also active volunteers within Buckley Park Foreshore Reserve.

15. Wadawurrung Peoples living cultural heritage and connection to Country will be supported throughout the implementation of this Plan through an ongoing partnership with the WTOAC.

Relevant Law/Policy/Legal Implications

16. The preparation of Coastal Marine Management Plans is a requirement for coastal Crown land managers under the *Marine and Coastal Act 2018*. The City is also preparing a Corio Bay CMMP which will cover the other City managed Crown land coastal areas.

17. The environmental features of the region provide habitat for threatened species and communities protected under international agreements, listed under the *Environment and Biodiversity Conservation Act 1999* and the *Flora and Fauna Guarantee Act 1988*. Protected flora and fauna include Coastal Moonah Woodland and Hooded Plover breeding areas.

Alignment to Community Plan and Vision

18. This report aligns with Our Community Plan 2021-2025 strategic priority:
    Healthy, caring and inclusive community.
    Sustainable growth and environment.

19. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration:
    An inclusive, diverse, healthy and socially connected community.
    Sustainable development that supports population growth and protects the natural environment.

Conflict of Interest

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

Risk Assessment

21. There are no high or extreme risks associated with releasing the draft plan for public exhibition and community engagement.

Environmental Sustainability

22. The draft CMMP outlines the objectives and priority actions that will protect and enhance the environmental values of the reserve.

23. Buckley Park Foreshore Reserve, is inaccessible by public roadway, with pedestrian access only at the urban edges. The reserves size (over 119 hectares) and remoteness make it particularly significant for conservation as it is not subject to the same pressures as other more accessible coastal reserves. It is an important biolink and provides habitat for many plants and animals of state and national significance including the Hooded Plover.

24. Actions identified in the draft CMMP will have no negative impacts to biodiversity.

25. It is anticipated the CMMP will enable the:

    25.1. protection and enhancement of biodiversity values;

    25.2. protection and enhancement of threatened ecological communities;

    25.3. protection and enhancement of the EPBC listed Hooded Plover;

    25.4. eradication of woody weeds from the site and a reduction of high threat herbaceous weeds;

    25.5. reduction in threats from pest animals including rabbits and foxes; and

    25.6. beneficial outcomes on social well-being by improving community access to nature.

Attachments

1. DRAFT Southeast Bellarine Coast 4W Collendina Coastal and Marine Management Plan [**2.12.1** - 52 pages]

THE CITY OF
GREATER GEELONG

SOUTHEAST BELLARINE COAST (4W–COLLENDINA)

COASTAL AND MARINE MANAGEMENT PLAN – DRAFT

CITY OF GREATER GEELONG

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COVER IMAGE: Bundjil flying over Buckley Park Foreshore Reserve.

Acknowledgements

We acknowledge the Wadawurrung People as the Traditional Owners of the Lands, Waterways and Skies of Wadawurrung Country. We pay our respects to their Elders, past, present, and emerging. We Acknowledge all Aboriginal and Torres Strait Islander People who are part of our Greater Geelong community today.

The City of Greater Geelong is committed to genuinely partnering and meaningfully engaging with Wadawurrung Traditional Owners to support the protection of their Country, the maintenance of spiritual and cultural practices and the implementation of their Healthy Country Plan*: Paleert Tjaara Dja – Let's make country good together 2020–2030*.

PROJECT ACKNOWLEDGEMENTS

This plan has been developed in consultation with community groups and stakeholders from across the municipality. We would like to acknowledge the many individuals and organisations whose enthusiasm, commitment and contributions helped shape this plan.

COMMUNITY REPRESENTATIVE GROUP	PROJECT STEERING GROUP
Animal Justice Party	Wadawurrung Traditional Owners Aboriginal Corporation
Bellarine BirdLife Group	Barwon Water
Bellarine Catchment Network	Barwon Coast Committee of Management
Friends of Buckley Park	Borough of Queenscliffe
Friends of Ocean Grove Nature Reserve	Corangamite Catchment Management Authority
Geelong Environment Council	City of Greater Geelong
Geelong Field Naturalist Group	Department of Environment Land Water Planning
Ocean Grove and Barwon Heads Lions Club	Parks Victoria
Ocean Grove Coastcare Group	
Ocean Grove Community Association	
Point Lonsdale Civic Association	
Queenscliff Community Association	
Queenscliff Environment Forum	
Swan Bay Environment Association	

We would also like to thank Barwon Coast Committee of Management, Borough of Queenscliffe and Hobsons Bay City Council for providing their Coastal and Marine Management Plans as guiding documents for this plan.

Ministerial foreword

A Coastal and Marine Management Plan is a public document, prepared under the *Marine and Coastal Act 2018* and approved by the Minister for Energy, Environment and Climate Change. It establishes an agreement between the Victorian Government, the land manager and the community as to how an area of coastal Victoria will be managed.

The Hon Lily D'Ambrosio MP
Minister for Energy, Environment, Climate Change

Mayor's message

On behalf of the City of Greater Geelong and the Project Steering Group, I have great pleasure in presenting the Southeast Bellarine Coast 4W-Collendina (Buckley Park Foreshore Reserve) Coastal and Marine Management Plan.

Since 2021, we have been working towards developing a management plan for the Southeast Bellarine Coast, which includes the foreshore dune running from 4W at Fellows Rd, Point Lonsdale, through Buckley Park Foreshore Reserve Collendina at Bonnyvale Rd.

We also wanted the plan to consider the connectivity of the coastal lakes of the Lonsdale Lake Wildlife Reserve, moonah woodland and adjoining foreshore areas, which all work together to form an important landscape-scale biolink.

During the development phase of the proposed management plan, the context in which we were planning changed. The release of the Marine and Coastal Act 2018, and subsequent strategy and policy, meant there was more emphasis on state-wide protection of marine environment. A marine spatial planning framework was also introduced. To address these changes, we have developed this coastal and marine management plan.

The cornerstone of this plan is an ongoing need to recognise, protect and enhance our natural areas. It has been informed by the views of the Wadawurrung Traditional Owners, a highly engaged community, private landholders, land managers and stakeholders.

To meet the needs of this unique, remote, and environmentally significant coastal environment, the plan focuses on collaborative management of the landscape, as well as objectives for best-practice action.

As well as factoring in the increasing impacts of sea-level rise caused by climate change, it also considers the needs of an ever-growing number of locals and visitors, whose enjoyment of this coastline must be balanced against the need to protect the area for the benefit of future generations.

Cr Peter Murrihy

Mayor
City of Greater Geelong

Executive summary

The Bellarine Peninsula Southern Coast, now recognised as an area of State Significance, spans from Queenscliff in Port Phillip Bay, through Buckley Park Foreshore Reserve, on to the mouth of the Barwon River, and beyond to Breamlea.

There are three foreshore managers along the Bellarine Peninsula coastline:

- the Barwon Coast Committee of Management – oversee the coastal crown land reserve west of Bonnyvale Rd (at Collendina), through to 42W (at the west end of Thirteenth Beach), which includes the lower Barwon River,
- the City of Greater Geelong – manage Collendina east to 4W, and
- the Borough of Queenscliffe – manage 4W through to the Point Lonsdale Lighthouse, and into Port Phillip Bay.

Beyond the coastline lies the Lonsdale Lake Wildlife Reserve, comprising four lakes managed by Parks Victoria. These lakes are land locked by private land backing onto the dune system and contain significant environmental values, conservation zones and farming land. These important wetlands are part of a current review by the Victorian Government of Ramsar extensions across the Greater Geelong region. Due to the connectivity of these environs and their inhabitants, the biolink area including the Lonsdale Lake system has been considered as part of this plan.

This Coastal and Marine Management Plan (see page 9) sets the vision, objectives, priority actions and outcomes we aim to achieve in this area over the next ten years. In formulating this plan, we have taken into account:

- legislative and policy directions provided by the Victorian Government
- similar plans developed by the Barwon Coast Committee of Management and Borough of Queenscliffe
- the Wadawurrung *Paleert Tjaara Dja: Healthy Country Plan 2020–2030*
- relevant City-led strategies, including the *Environment Strategy 2020–30* and *Settlement Strategy 2020*
- feedback provided by the Project Steering Group and Community Representative Group
- the views expressed by those who participated in a community engagement process.

In line with these inputs, the plan will focus on:

- balancing the demands for greater visitation to the area with environmental protection
- supporting programs to care for, rehabilitate and protect natural habitats and biodiversity
- planning for the increasing effects of climate change
- increasing the level of community, user and stakeholder engagement in setting priorities.

A monitoring, evaluation, reporting and improvement plan will inform the ongoing development of this plan. All activities will be supported by research, investigations and planning designed to help the City, in conjunction with the Project Steering Group, to prepare for, and respond to, both short-term issues and long-term changes

PLAN OVERVIEW

Vision: Ensuring and replenishing coastal and marine ecosystems to support nature, whilst fostering cultural connection and community stewardship.

OBJECTIVES					
1. Acknowledge Traditional Owners' rights, aspirations & knowledge	2. Protect & enhance the marine & coastal environment	3a. Respect natural processes	3b. Strengthen resilience to climate change	4. Use and develop sustainably	5. Promote stewardship and collaborative management
Understand, acknowledge and act upon rights and aspirations of Wadawurrung People for Country.	Protect and enhance intrinsic values, and goods and benefits, of the marine and coastal environment.	Understand dynamic natural processes in planning for, and managing, risks to people and assets.	Understand current and future stressors and assess how well marine and coastal environments can cope with, and adapt to, change, and how that can be strengthened	Consider impacts and benefits of existing, as well as new, use and development on the environment, other users and prosperity of future generations.	Take a stewardship approach, build understanding and knowledge, engage and collaborate.
VALUES, ISSUES AND OPPORTUNITIES: How the local context is shaping our response (refer page 20)					
OUTCOMES: What we want coastal and marine management to achieve (refer page 36)					
ACTIONS: How we will achieve the outcomes (refer page 38)					
RESOURCE NEEDS: What we need to support sustainable marine and coastal management (refer page 42)					
IMPLEMENTATION: How we will track progress and identify opportunities for refinement (refer page 43)					

Introduction

The purpose of the *Southeast Bellarine Coast 4W-Collendina Coastal and Marine Management Plan* is to describe how the City of Greater Geelong, working with Wadawurrung Traditional Owners, neighbouring land managers and the community, will manage coastal and marine areas of the Southeast Bellarine.

It has been developed to complement the *Corio Bay Coastal and Marine Management Plan*, which is currently under development. Together, both plans set the strategic direction for the management of all Crown land coastal areas in the Greater Geelong Local Government Area (see Figure 1).

The Southeast Bellarine Coast 4W - Collendina forms part of the Bellarine Peninsula Southern Coast, which is an area of State Significance. Other neighbouring coastal managers include Barwon Coast Committee of Management (west of Collendina) and the Borough of Queenscliffe (east of 4W).

Figure 1: City of Greater Geelong's Crown land coastal areas to be managed under CMMP's

In *Greater Geelong: A Clever and Creative Future*, the thirty-year vision for the Greater Geelong region, the community described the uniqueness and significance of natural bushland, coastlines, wetlands, rivers and beaches as something it highly valued, stating a desire to preserve, enhance and grow these natural areas.

The Victorian Government's *Biodiversity 2037* plan includes ambitious targets to stop the state's declining biodiversity and achieve a net gain in the extent and condition of habitat across the terrestrial, waterway and marine environments. This emulates the values and programs set by the Wadawurrung Traditional Owners as part of the *Paleert Tjaara Dja: Healthy Country Plan 2020–2030*, as well as The City of Greater Geelong *Environmental Strategy 2020–30*, which aims to conserve the environment and achieve a net gain of biodiversity within Greater Geelong.

The Department of Environment, Land, Water and Planning's *Marine and Coastal Strategy 2021 (draft)* establishes a state-wide direction for achieving the long-term outcomes of the *Marine and Coastal Policy 2020*. It identifies priority actions to be completed over the next five years, which include:

- supporting Wadawurrung Traditional Owners to embed their rights and obligations into planning and management of the marine and coastal environment
- improving the condition and connectivity of habitats, and respect and care for marine and coastal areas
- supporting sustainable use and development of the marine and coastal environment
- adapting to impacts of climate change
- implementing integrated marine planning
- identifying the resource needs and funding for sustainable marine and coastal management.

We have created this draft plan in consultation with Wadawurrung Traditional Owners, the community, other land managers and stakeholder agencies. It has been structured to align closely with the legislation, guidelines, and government policy, including key objectives and outcomes. The draft plan presents:

- a vision and objectives that reflect community and stakeholder sentiment and align with legislative direction
- outcomes that convey the values and future aspirations for the coastal and marine environments of the Southeast Bellawiyn/Bellarine Coast and will guide actions.
- current and emerging issues, including those which may potentially threaten values
- objectives for the next 10 years
- priority actions for the short, medium and long term
- an implementation pathway and monitoring framework.

We started developing this plan in 2020 and conducted first-round community engagement and stakeholder consultation in mid-2021. The introduction of the new *Coastal and Marine Management Plan Guidelines 2022* strengthened the plan.

The Project Steering Group and Community Representative Group have helped define the values, threats and opportunities for the Southeast Bellarine Coastal region. Ongoing community and stakeholder consultation and input helped inform the coastal and marine context, potential opportunities, and priority actions.

Both state and local government key strategic goals frame this plan, as well as future strategic planning and decision-making, and support Integrated Coastal Zone Management.

Strategic context

Coastal management reform in Victoria, led by the Department of Environment, Land, Water and Planning, has prompted new legislation, policy and guidance material over recent years.

These reforms support coordinated coastal and marine management, providing the tools to identify and adapt to coastal hazards in the future. The *Crown Land (Reserves) Act 1978* enables local government to manage coastal crown land on behalf of the state government. Current coastal management arrangements are also driven by the *Marine and Coastal Act 2018.*

The planning and decision pathway outlined by the Department of Environment, Land, Water and Planning in the *Coastal and Marine Management Plan Guidelines 2022* is detailed in Figure 2.

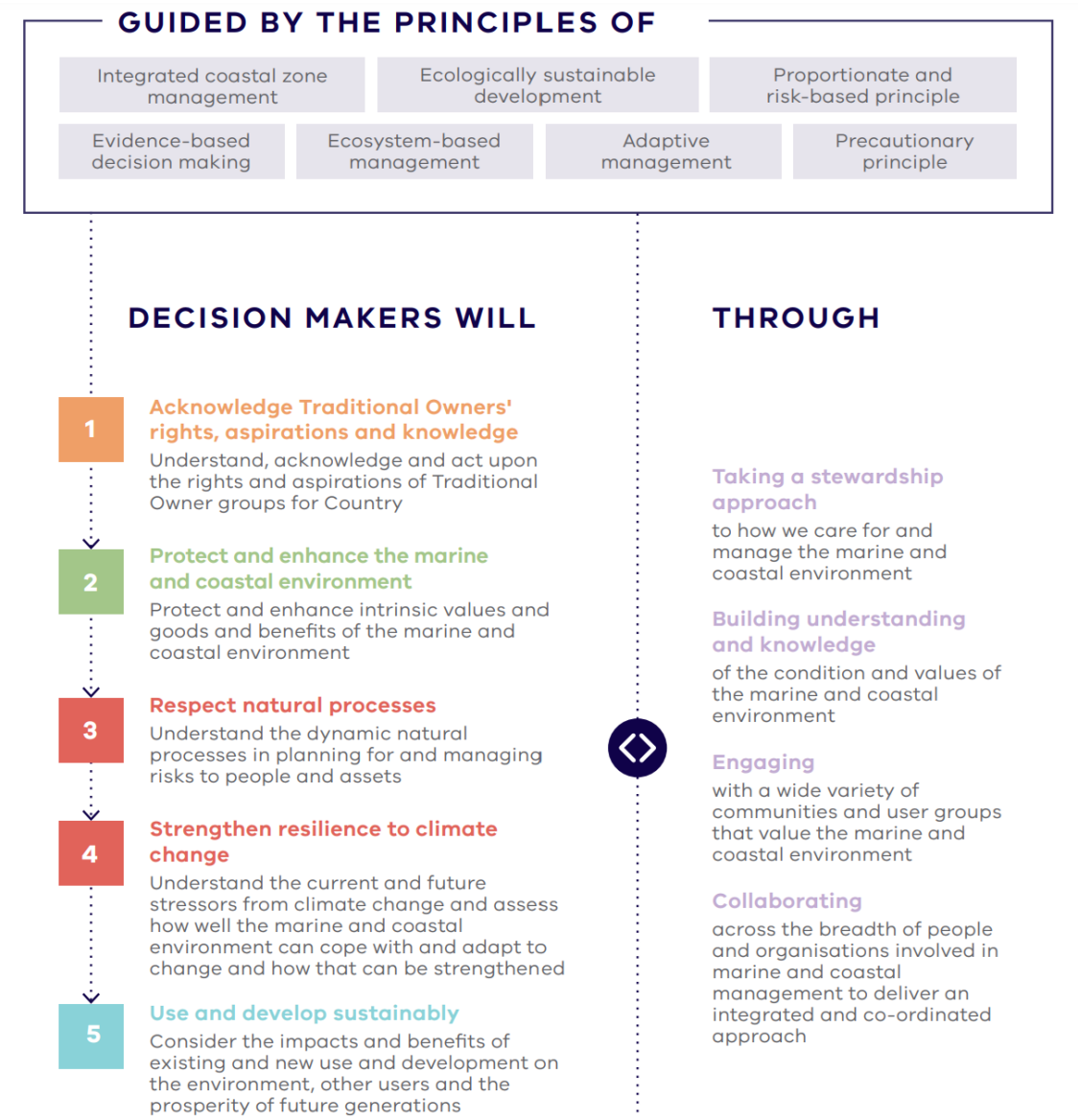

Figure 2: The Planning and Decision Pathway shows how the objectives and guiding principles of the Act should be used in decision making in the marine and coastal environment

POLICY CONTEXT

As Table 1 shows the three levels of institutional arrangements that make up the core of coastal and marine management arrangements in Victoria – state, regional and local.

When factoring in all these institutional arrangements, coastal management becomes very complex. Consequently, there is a large range of relevant legislation, government policies, plans, reports and other documents that have been factored into the formulation of this plan. These are listed in Appendix 1.

Table 1: Coastal and marine planning hierarchy

Level	Document	Purpose
State	*Marine & Coastal Act 2018*	Sets state-wide direction for coastal planners and managers
	Marine & Coastal Policy 2020	
	Marine and Coastal Strategy 2021 (draft)	
Regional	Corangamite *Regional Catchment Strategy to 2027*	Identifies regional values, issues and priorities and sets regional vision, guiding principles and strategic directions to guide local management
	Wadawurrung *Paleert Tjaara Dja: Healthy Country Plan 2020-2030*	
	Regional and Strategic Partnership agreements	
Local	*Southeast Bellarine Coast (4W to Collendina) Coastal and Marine Management Plan 2023–2033 (draft)*	Sets out the requirements and planning for a coastal area and includes actions and implementation arrangements describing proposed works for the area
	Southeast Bellarine Biolink Master Plan 2023-2033 (draft)	
	Local Strategies	

OUR PLANNING FRAMEWORK

The key City-led strategies that this plan must align with include our *Sustainability Framework 2020*, *Climate Change Response Plan 2021–30* and, in particular, Goal 4 of the *Environment Strategy 2020–30* (see box inset).

Goal: Protect, enhance and restore biodiversity.

Principles:

- Collaborate with the Wadawurrung Traditional Owners to connect culture and biodiversity
- Protect and enhance indigenous biodiversity
- Adaptive management approach to biodiversity conservation.
- Build community knowledge, engagement and partnerships.

Source: The City of Greater Geelong Environment Strategy 2020–30

About the area

Located on the southern coastline of Victoria, the Bellarine Peninsula Southern Coast extends from Queenscliff to the tip of Point Lonsdale at the heads of Port Phillip Bay, before following a remote coastline dune system for approximately 15 kilometres to Ocean Grove. It then extends to the Barwon Bluff and Barwon River estuary at Barwon Heads, and through to Breamlea.

This coastline has been recognised as a State Significant landscape as part of the Distinctive Area and Landscape *Statement of Planning Policy (draft)* (see Figure 3). The City is the land manager responsible for the Southeast Bellarine Coast foreshore reserve (part of Buckley Park Foreshore Reserve) from 4W to Collendina (from Fellows Road, Point Lonsdale to Bonnyvale Road, Collendina) – a strip of coastline that is approximately 5 kilometres long.

Given the environmental connection the dune system has with the woodlands and wetlands surrounding the coastline to the north, these areas have been taken into consideration as part of this plan. Consideration has also been given to the adjoining coastal reserves to the east (managed by Borough of Queenscliffe) and to the west (managed by Barwon Coast Committee of Management).

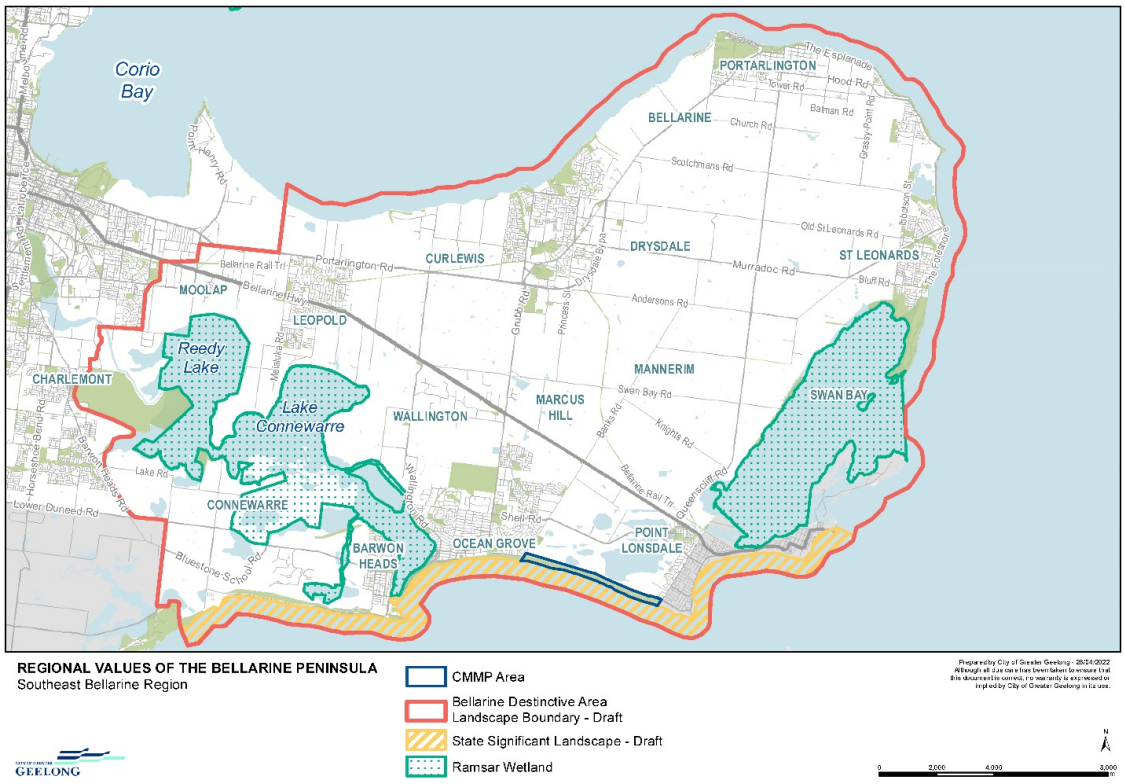

Figure 2: Context map showing the regional values of the Bellarine Peninsula

WADAWURRUNG LIVING CULTURAL HERITAGE

The Wadawurrung Traditional Owners continue to be the first custodians of this coastline, and the bountiful lands, waters and seas of the Bellarine Peninsula this is rich in Wadawurrung living cultural heritage. Wadawurrung People have a strong connection to Country and continue to play an important role in managing the land, water and natural landscape.

The Wadawurrung Traditional Owners Aboriginal Corporation are the Registered Aboriginal Party for the region under the Victorian *Aboriginal Heritage Act 2006*. Wadawurrung People have continually occupied the Geelong / Djilang area for over 30,000 years. Their Country extends from the Otway Ranges to the Werribee River / Wirribi Yalluk, incorporating the Bellarine Peninsula / Ballawiyn and Geelong / Djilang. The Bengalat Balug clan were the custodians of the Bellarine Peninsula / Ballawiyn area.

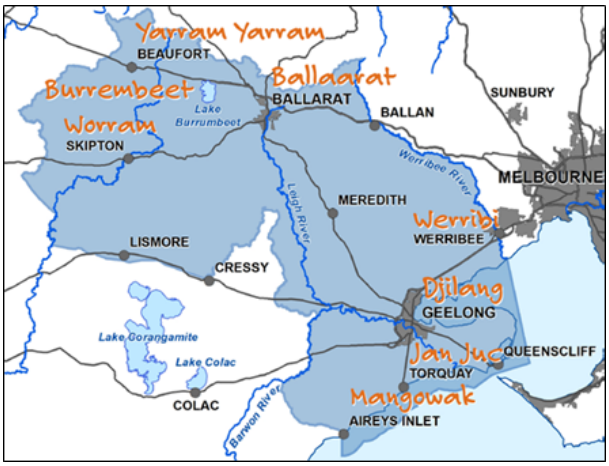

Figure 3: Map of Wadawurrung Country

Wadawurrung People concentrated occupation in the coastal zone and in particular the Moonah Woodlands and freshwater wetlands, the open woodlands of the Bellarine Peninsula, and along river flats and swamps, where seasonal food availability was plentiful. The beach interface, dune system, woodland and wetland environments of the Bellarine Peninsula Southern Coast area would have provided an abundance of food and resources to Wadawurrung people.

The Peninsula is named after the Wadawurrung word ‘Bellawiyn’ which means ‘bended elbow’ and fire – ‘a place to rest around the fire’. The Victorian Aboriginal Heritage Register (VAHR) indicates that there are hundreds of registered archaeological sites, which reveal a long period of residency and utilisation by Wadawurrung People on the Peninsula. The reserve contains a rich and important heritage of middens, surface scatters, domestic remains and stone artefacts – indicators of past occupation. Figure 4 outlines the boundaries of Wadawurrung Country.

PRESENT DAY MANAGEMENT

While Wadawurrung Traditional Owners continue to play a vital role in managing Country, the designated land manager for the Bellarine Peninsula Southern Coast foreshore rests with the City (4W to Collendina) and adjacent land managers, including Barwon Coast Foreshore Committee of Management (west), Borough of Queenscliffe (east), Parks Victoria (Lonsdale Lakes Wildlife Reserve behind the dunes), private landholders and other stakeholder agencies (see Figure 5 for the management boundaries of the Bellarine Peninsula Southern Coast).

Both Barwon Coast and Borough of Queenscliffe (draft) have Coastal and Marine Management Plan’s in place to support adjacent coastlines.

LANDSCAPE

The Southeast Bellarine Coast relates to the coastal dune system located in the City of Greater Geelong Local Government Area. The area is one of great natural beauty featuring unique landscapes and a diversity of coastal ecosystems. It comprises a well-vegetated barrier dune system that defines a low-lying hinterland of moonah woodland. The landscape behind the coastal crown land reserve is intrinsically linked via water flows from Bonnyvale wetlands, through the natural saltmarsh and coastal wetlands of the Lonsdale Lakes Wildlife Reserve, and then on to Swan Bay, an internationally listed Ramsar wetland.

The 119-hectare coastal reserve forms part of the green-break biolink between the Ocean Grove and Point Lonsdale urban fringes. It has significant cultural heritage and historical sites and plays a vital role in protecting the coast from climate change impacts.

At a landscape scale, the combined terrestrial, wetland, coastal and marine environments make this one of the largest and most important places for biodiversity remaining on the Bellarine Peninsula.

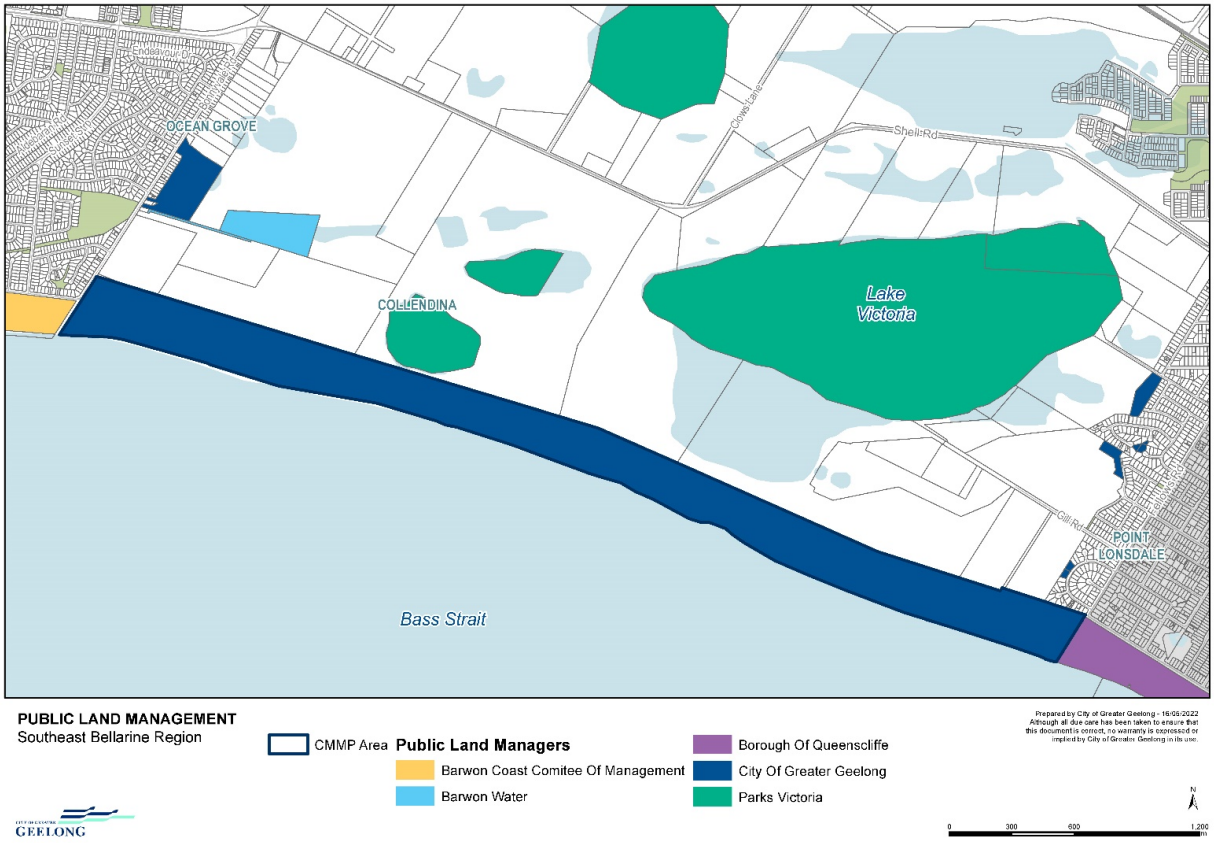

Figure 4: Land managers on the Southeast Bellarine coast

PLANNING OVERLAYS

The completion of the *Southeast Bellarine Coast Coastal and Marine Management Plan* coincides with the delivery by the DELWP Distinctive Area and Landscape legislation. The Victorian Government has legislated to protect and enhance Victoria's distinctive areas and landscapes, so they can be enjoyed by current and future generations. Parts of the City of Greater Geelong and all the Borough of Queenscliffe, which together constitute the Bellarine Peninsula, were declared a distinctive area and landscape under section 46AO of the Planning and Environment Act 1987 (the Act).

The Bellarine Peninsula Distinctive Area and Landscapes *Statement of Planning Policy (draft)* aims to conserve and enhance the significant landscapes, environment, biodiversity and cultural heritage of the region. It sets a 50-year vision that identifies the values, priorities and preferences of the Victorian community in relation to the distinctive attributes of the declared area, including preferences for future land use, protection and development. Importantly, the planning policy also includes protected settlement boundaries to help assure local communities about the direction of future growth of settlements in the declared area. Objective Three is 'To conserve and enhance the significant biodiversity, ecological and environmental values of the declared area.'

The entire Bellarine Peninsula Southern Coast (including 4W-Collendina) has now been recognised as a State Significant landscape. In addition, the remaining green-break area is listed as a regionally significant landscape, as well as a biodiversity connection. Ocean Grove, Point Lonsdale and Queenscliff are located adjacent to State Significant landscape, and close to areas of Wadawurrung living cultural heritage and areas of high biodiversity value. As such, they should be protected from urban encroachment. Protected settlement boundaries are now being implemented for both Ocean Grove and Point Lonsdale townships to restrict development and encroachment.

LOCAL INDUSTRY

Historically, the Bellarine Peninsula has been dominated by agricultural and tourism industries, with seaward connections to Melbourne and Sorrento across Port Phillip Bay.

Visitor usage to the reserve can increase by 150 per cent during peak periods, which can negatively impact on biodiversity values. As pressure on the green break between the townships of Ocean Grove and Point Lonsdale continues to increase, high community usage and even greater numbers are expected during peak summer periods.

Despite being designated as a State Significant Landscape, the area is still listed as an extractive industry interest area, which is in direct conflict with the environmental values outlined previously. While this state overlay is an information layer, only indicating where natural resources *could* be extracted, both the Wadawurrung Traditional Owners Aboriginal Corporation and the City have requested this overlay be removed as part of the Bellarine Peninsula Distinctive Area and Landscapes Statement of Planning Policy engagement process to avoid conflicting values.

LOCAL COMMUNITY

The City of Greater Geelong Local Government Area has an estimated population of 269,502 people (2021 census) with population growth forecast to increase 43.17% to 2041. This is an estimated 118,569 extra Geelong residents across the region between 2021 and 2041.

With population growth expected, the number of people using the publicly accessible areas and associated threats (such as dogs, increased fire risk, erosion, vegetation destruction, pollution and litter) will increase. In terms of use, this coastal area does not form part of a recreation zone and as such there is no future anticipated requirement to fulfil such a role.

How we engaged

This plan sets the strategic direction for our marine and coastal management arrangements for the next 10 years and has been informed by community and stakeholder input.

The framework, including the vision, has been informed by community and stakeholder perspectives, and aims to reflect their expectations and aspirations for the Southeast Bellarine Coast.

The following is a short summary of key engagement activities with stakeholders and the community. Further feedback has been incorporated into Section 6.

For full details about the engagement process, refer to Supplement A.

STAKEHOLDER ENGAGEMENT

All coastal and marine areas have a wide range of stakeholders. In addition to land managers, there are various public and private agencies, landholders and community groups each with unique values, interests, and concerns.

To meet the needs of this diverse range of users, activities and priorities is complex and required a considered and clear method.

A stakeholder engagement plan was developed to inform the engagement throughout the development of the plan. Key to the stakeholder engagement were:

1. The Project Steering Group
2. The Community Reference Group.

For a full list of stakeholders who contributed, please refer to the Acknowledgements on page 4.

COMMUNITY ENGAGEMENT

During the community engagement process, we received 385 online contributions from community members about usage of the space and many more through open house and formal meetings. The top three uses identified were:

1. access to ocean/beach
2. nature walks
3. walking/running.

The Bellarine Peninsula community and visitors value the remoteness and environmental significance of the Southeast Bellarine Coast, along with accessibility for passive recreation, cultural heritage and diversity of its coastal and marine areas.

These areas are used and enjoyed in a variety of ways, including:

- recreational opportunities, which can be improved with better facilities for access and enjoyment
- community benefits, such as open space, clean air and water, natural beauty and views, peace and serenity
- a healthy environment that supports unique and diverse ecosystems, and is enhanced by conservation initiatives
- a connection with cultural heritage, history, character, and identity
- environmental engagement activities.

As the coastal zone plays an important role in the lifestyle of Bellarine Peninsula residents, the increasing pressures from development and growth, as well as a changing climate, need to be carefully managed. Cohesive and coordinated strategic coastal management is essential for the City to retain a balance between protecting natural values, and the community's desire for increased use and access.

Visitors use the public areas via formalised access points, with the majority engaging in passive recreation such as running, nature walking, dog walking or birdwatching. This aligns with the community responses to the values and threats of the area, with a high level of appreciation for conserving and protecting this region for its natural values.

Some threats identified by the community included illegal uses of the reserve such as mountain bike riding, horse-riding, fires and destruction of vegetation. While all these threats have been observed and reported, continued efforts from land managers, private land holders and police have mitigated these activities.

One other significant threat identified was people walking dogs off-leash during restricted periods. This activity poses an ongoing threat to beach nesting birds.

About this plan

The Southeast Bellarine Coast Coastal Management Plan has been deliberately designed to strongly align with the Victorian Government's *Marine and Coastal Policy*.

In aligning with the policy, it ensures the plan meets the legislative requirements set under the *Marine and Coastal Act 2018* and supports integrated marine planning along all areas of coastline. To highlight this alignment, the objectives have been colour coded in a manner that is similar to the state policy.

The plan is also designed to align with Goal 4 of *The City of Greater Geelong Environment Strategy 2020–30* (see Our Planning Framework on page 11).

PLAN OVERVIEW

Vision: Healthy and resilient coastal and marine ecosystems where nature thrives, whilst fostering cultural connection and community stewardship.

OBJECTIVES					
1. Acknowledge Traditional Owners' rights, aspirations & knowledge	2. Protect & enhance the marine & coastal environment	3a. Respect natural processes	3b. Strengthen resilience to climate change	4. Use and develop sustainably	5. Promote stewardship and collaborative management
Understand, acknowledge and act upon rights and aspirations of Wadawurrung People for Country.	Protect and enhance intrinsic values, and goods and benefits, of the marine and coastal environment.	Understand dynamic natural processes in planning for, and managing, risks to people and assets.	Understand current and future stressors and assess how well marine and coastal environments can cope with, and adapt to, change, and how that can be strengthened	Consider impacts and benefits of existing, as well as new, use and development on the environment, other users and prosperity of future generations.	Take a stewardship approach, build understanding and knowledge, engage and collaborate.
VALUES, ISSUES AND OPPORTUNITIES: How the local context is shaping our response (refer page 20)					
OUTCOMES: What we want coastal and marine management to achieve (refer page 36)					
ACTIONS: How we will achieve the outcomes (refer page 38)					
RESOURCE NEEDS: What we need to support sustainable marine and coastal management (refer page 42)					
IMPLEMENTATION: How we will track progress and identify opportunities for refinement (refer page 43)					

Values, issues and opportunities

Through consultation with community and stakeholders, perspectives and experiences have been used to establish values, issues, and opportunities for the marine and coastal areas of the Southeast Bellarine.

1. ACKNOWLEDGE TRADITIONAL OWNERS RIGHTS, ASPIRATIONS, AND KNOWLEDGE

Understand, acknowledge, and act upon the rights and aspirations of Wadawurrung People for Country

The Wadawurrung Traditional Owners Aboriginal Corporation are the Registered Aboriginal Party for this region. Wadawurrung People have and continue to maintain a strong connection with their lands, waters and seas.

Wadawurrung People hold many important stories and experiences to be shared from living with this 'Bellawiyn' landscape. Wadawurrung storytelling explains changes in their lands and seascapes, their interactions with flora and fauna, and their relationships with significant sites – from places of ritual and ceremony to activities of everyday life.

We respect the Wadawurrung Traditional Owners' rights to self-determination, so that their aspirations for lands, waters and culture are realised through transfer of relevant decision-making powers. Wadawurrung traditional ecological knowledge and practices inform planning, land and water-management decisions, and help protect the environment and biodiversity. The Southeast Bellarine Coast is respected as a place of significance to the Wadawurrung People.

There is an opportunity to learn marine and coastal knowledge and practices of Wadawurrung People because of this long custodianship. Through appreciating and acknowledging this history, there is the opportunity to draw from these experiences in our management approaches, protecting and enhancing what has come before, and enabling its continuation in the future. There are many sites of cultural significance throughout the Bellarine Peninsula Southeast Coast, many of which remain undocumented. Figure 6 shows the existing 'Area of Cultural Heritage Sensitivity' overlay.

Support for Traditional Owners is essential in the integration of their *Paleert Tjaara Dja: Healthy Country Plan 2020–2030* principles and programs in this plan. Figure 5 outlines the Values, issues and opportunities for Acknowledging Traditional Owners rights, aspirations and knowledge. As the Caring for Country team is established, opportunities for increased guidance, on-site representation and delivery by the Wadawurrung will ensure greater understanding and knowledge sharing to enable their *Paleert Tjaara Dja* - Let's 'make Country good together' approach.

Table 2: Values, issues, and opportunities for acknowledging Wadawurrung Traditional Owners rights, aspirations and knowledge

Values	Issues	Opportunities
• Respect and acknowledgement for Wadawurrung Traditional Owners and their cultural, ancestral, spiritual and historical connections to Country. • Wadawurrung People's right to access and care for Country • Wadawurrung cultural sites and places • Bush tucker, medicines and resources • Protection of native animals including birds • Connectivity with Country, including Coastal and Sea Country	• Genuine engagement from the beginning of decision-making processes that support cultural governance • Lack of coordination between land managers • Disconnection between Traditional Owners and Country • Lack of recognition, acknowledgement and understanding of the Wadawurrung • Sea-level rise (protection) • Lack of capacity • Inappropriate visitation • Pest plants and animals	• Strengthen partnerships with Traditional Owners and develop understanding of self-determination and expectations under the guidance of the *Paleert Tjaara Dja:* Healthy Country Plan 2020-30 • Protect and retain culturally significant sites and connections to Country • Provide opportunities for re-connection with Country • Promote Wadawurrung Language through naming of Country and connection along the entire Bellarine Peninsula Southern Coast • Promote connection to Country, share stories through walking tours, interpretative signage and so on • Investigate management and leadership practises under co-custodianship • Develop integrated and inclusive cultural heritage management with the Caring for Country Team

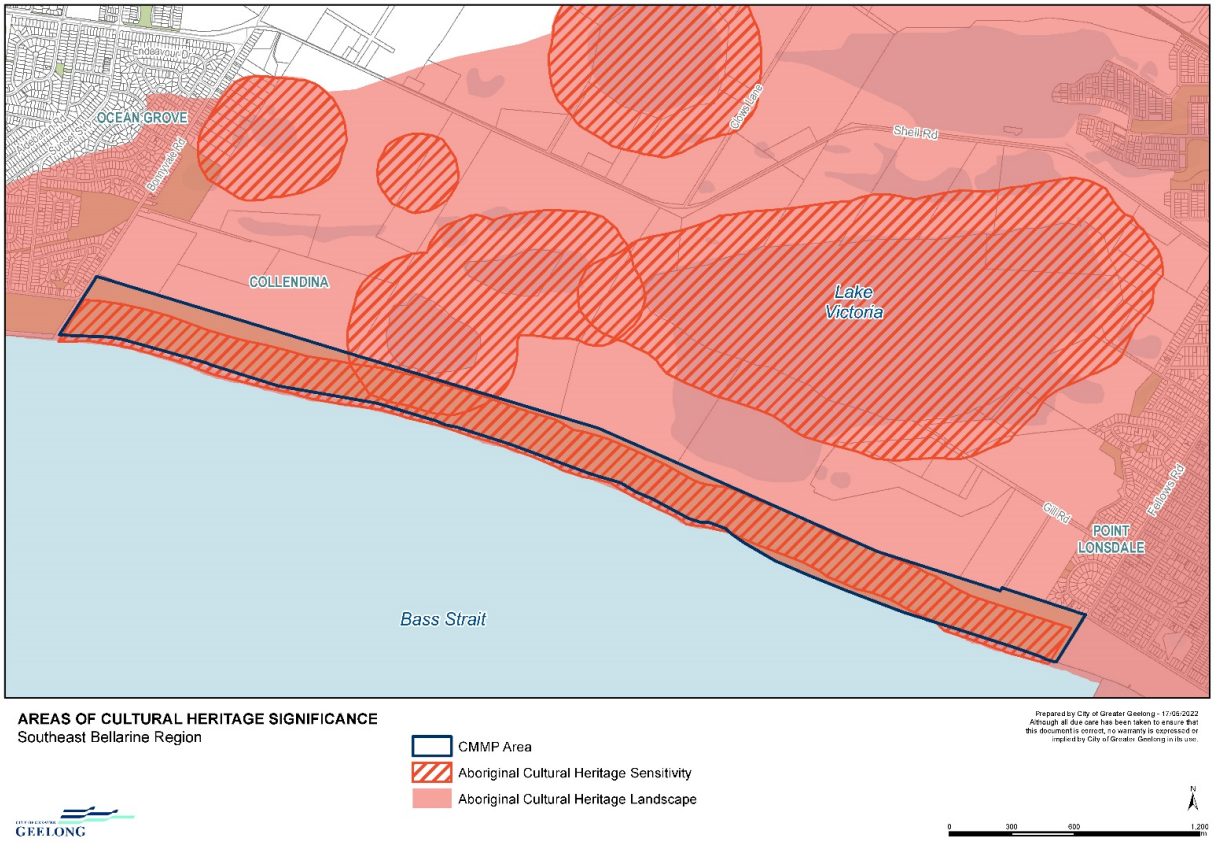

Figure 6: Areas of Aboriginal Cultural Heritage significance in Southeast Bellarine Coast region

2. PROTECT AND ENHANCE THE MARINE AND COASTAL ENVIRONMENT

Protect and enhance intrinsic values, goods and benefits of the marine and coastal environment

The Southeast Bellarine Coastal area brings together coastal wetlands, woodlands and a foreshore of sandy beaches, and an endemic marine environment. These diverse ecosystems help to sustain unique and important flora and fauna communities, including rare and threatened species, such as the Hooded Plover and Orange-bellied Parrot (Figure 7).

The City developed their *Hooded Plover Conservation Action Plan 2019* to manage the preservation of this threatened species. This stretch of remote coastline supports breeding and foraging grounds, with increased population and climate change identified as the major threatening factors. Figure 7 outlines Hooded Plover use.

The coastal and marine zone supports resident and migratory shorebird species, saltmarsh, Moonah woodland and wetland communities, and other marine life. Management requires a holistic approach, from catchment to coast, to ensure the health of the entire Bellarine Peninsula Southern Coast, and broader Swan Bay catchment, is maintained.

The Southeast Bellarine wetlands system (Lake Victoria and surrounds) is 300 hectare sub-coastal lagoon forming part of the Swan Bay systems of wetlands, south-east of Geelong. It is directly adjacent to the Southeast Bellarine Coast and Port Phillip Bay (Western Shoreline) and Bellarine Peninsula Ramsar sites. It is an important biolink and refuge site for bird biodiversity across the region. The Lonsdale Lakes have been identified in the current review of Ramsar wetlands across the region, due to its important role in supporting migratory bird populations.

There are opportunities to find integrated and innovative ways to protect and enhance these vulnerable communities and ecosystems, and to bring broader recognition of their importance.

Natural features and landscapes

Valued natural features of the coastal land and seascape include Buckley Park Foreshore Reserve, surf beach and the Lonsdale Reef, with biolinks to the adjacent Moonah woodlands, Lake Lonsdale Wildlife Reserve, Swan Bay and Port Phillip Heads Marine National Park.

A rich and diverse environment in close proximity to urban living is quite unique. Community and visitors are able to enjoy open space, natural beauty, and views across the bay and Southern Ocean. These areas are dynamic and constantly changing, and this must be recognised and reflected in how we manage and enjoy these areas into the future.

Cultural values and heritage sites

In addition to the extensive Wadawurrung history (Section 3.1), more recent history has seen military use, shipwreck and salvage, as well as growth and evolution of the region through urban development and tourism sectors. The legacy of these cultural relics remain as heritage sites, along with historical stories and experiences. This history is valued by local residents and visitors to the Bellarine Peninsula, and it is important to find opportunities to share this knowledge with current and future generations. As a maritime area, these heritage sites can include shipwrecks and archaeological remains of early coastal settlements.

Areas listed on the Victorian Heritage Register are mapped in Figure 10.

Value of marine and coastal Crown land

Marine and coastal areas are valued in a variety of ways. As well as enjoyment and recreation, these areas support carbon and nitrogen sequestration, and a healthy ecosystem supports coastal resilience and acts as a buffer from hazards. Some values are tangible, others more intangible.

Victoria's crown land areas, including the marine environment, are intended for the benefit of all. Management requires coordination and balance to ensure use and enjoyment is sustainable, natural processes are respected, and broader impacts and connections to activities and networks in surrounding areas are considered.

Table 3: Values, issues and opportunities to protect and enhance the marine and coastal environment

Values	Issues	Opportunities
• Ecosystems and habitats including: • Bellarine Peninsula South Coast, area of State Significance • Native vegetation • Coastal dune system • Cliff habitat • Sand beach • Intertidal surf zone • Off-shore marine reef • Threatened fauna: – one nationally endangered (Hooded Plover) – 11 state-listed – several internationally significant migratory and local shorebirds • Threatened flora: – 3 rare, 1 vulnerable species – 17 of regional significance – bush bird habit – one EVC Community vulnerable – one Flora-and-Fauna-Guarantee-listed community • Natural features and landscapes including: – Green space, scenery, aesthetic value, sandy beach, surf, vegetation, and wildlife. – Remote and 'wild' – Fresh, clean air – Landscape views and features – Views to Port Phillip heads • Non-polluted environments • European heritage including Maritime history and Military heritage • Living heritage cultural sites and values	• Increased visitation and climate change pressure on beach nesting bird breeding and foraging areas • Conflict with recreational use (for example, on-leash dog areas, illegal tracks) • Weeds and pest species • Illegal vegetation clearance • Development, changing the character of the area • Noise pollution from motors (boats) • Waste management, litter, fishing waste, wildlife entanglements • Coastal Acid Sulfate Soils (CASS) or Potential Acid Sulfate Soils (PASS).	• Protect and enhance: • Native coastal vegetation • Monitoring of shorebirds and their habitat and identify further actions to support conservation • Marine habitat • Dune systems and buffers • Promote, communicate, and enforce regulations: – illegal vegetation clearing – zoning, such as conservation areas, fishing, dog walking and so on. • Promote and enhance interaction with, and education about, the natural environment • Protect and celebrate living cultural heritage and historic heritage values • Engage with other stakeholders (land managers, landholders, community groups, residents, tourists) for cross-jurisdiction collaboration and management • Consistent naming, messaging and signage across the entire Bellarine Peninsula South Coast • Lonsdale Lake Wildlife Reserve be recognised as a Ramsar site for increased biolink and environmental protection.

Values	Issues	Opportunities
• Access to enjoy and learn about the natural environment • Marine and coastal Crown land, including public access and use as a shared community resource		

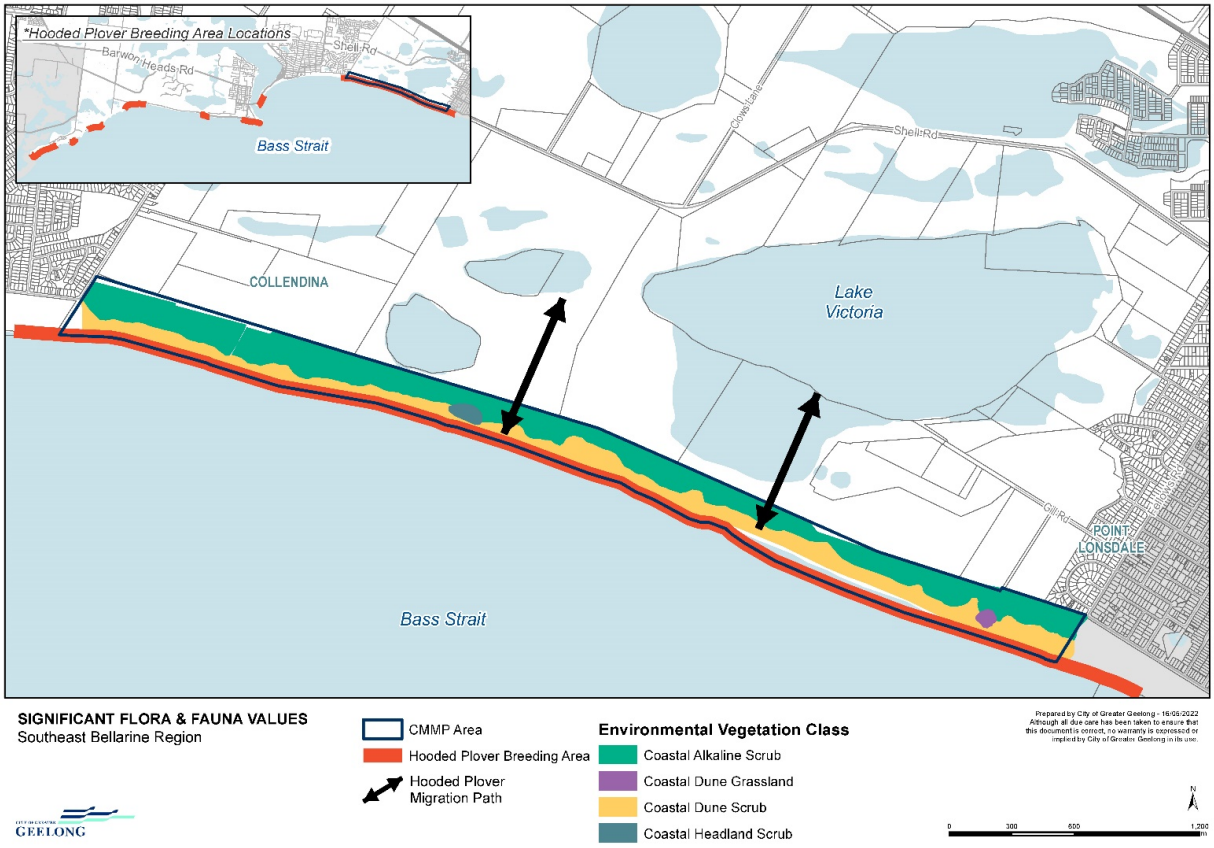

Figure 7: Significant fauna and flora values in Southeast Bellarine coast

3A. RESPECT NATURAL PROCESSES

Understand the dynamic natural processes in planning for and managing risks to people and assets.

3B. STRENGTHEN RESILIENCE TO CLIMATE CHANGE

Understand the current and future stressors from climate change and assess how well the marine and coastal environment can cope with and adapt to change and how that can be strengthened.

Proximity to the coast is one of the benefits of living in Greater Geelong and the Bellarine Peninsula. However, this means there is only a small buffer between land and sea. Southeast Bellarine Coast 4W–Collendina forms the central to eastern sector of the Bellarine Peninsula Southern Coast. It is a gently curving embayment that is bounded by the headlands of The Barwon Bluff in the west and Point Lonsdale in the east. The continuous dune limestone ridge (20 metres high) from Point Lonsdale to Ocean Grove, which underlies the reserve, has the profile of a coastal barrier with a broad crest (200-metres wide). The integrity of this barrier system is essential in protecting low-lying areas from coastal flooding in high tide and during storm tide events. These coastal hazards are likely to increase with rising sea levels and increasing storms.

The current coastal processes along the Victorian southern coast show very few sandy sections have been stable, or shown sustained accretion or advancement, in recent decades. The predominant condition is for beaches to be receding. The Southeast Bellarine Coast accumulated through blown sand dunes, which were piled up against and in front of the former sea cliff assisted by vegetation (including pioneer species that establish on new sand deposits and can withstand burial). In addition, there are 18 substantial blow-outs along the backshore, ranging from less than 50 metres to over 200 metres in width, making up 12 per cent of the dune system surface area. Changes to vegetation retention, due to increased wave and wind action, erosional processes and increased anthropogenic impacts, can greatly influence the integrity of the dune face. Figures 12 and 13 indicate blowout eroded areas.

This is an ocean coast, subject to deflected ocean swell arriving predominantly from a southerly to south-westerly direction. Swell waves are amplified by local winds and the dominance of westerly winds, particularly during storms, results in a movement of water both eastwards and towards the coast. There are sectors of rocky shore platforms exposed at low tide outlined in Figure 10. This combination of swell and storm waves generates a long-term northeast sand drift towards the eastern Bellarine Peninsula coast and the entrance to Port Phillip Bay.

Climate change influences may see increased denudation of dunes. Sand shift exacerbation may gradually exhaust the beach, with the intertidal zone cut away will expose more rocky shore platforms. Figure 11 shows current intertidal reef habitat. Rising sea levels, storm surges and coastal erosion also threaten Wadawurrung living cultural heritage and historic heritage sites, many of which are within, or near, coastal reserves. Scouring of the dune toe also has implications for Hooded Plover nesting sites and juvenile feeding potential.

Urbanisation sees the coastal zone intersecting with a assets and infrastructure – access points and other coastal structures. (Figure 9 showcases foot traffic erosion). The legacy of past coastal management and use also present a challenge. The landscape has been modified by European activities, including quarrying many of the shell beds and calcarenite ridges, draining and diverting of coastal wetlands behind the coastline, shoreline landscaping and other engineering works, with deliberate and accidental removal and/or introduction of plant species that impact on coastal landform processes.

Current management includes works to retain the expected coastal experience, and to maintain and modify existing structures and landforms to withstand increased coastal impacts. We want to improve and enhance the foreshore areas and maintain the coastal barrier integrity to protect low-lying areas of the Bellarine Peninsula, including private land and Point Lonsdale and Queenscliff townships (Figure 8).

The *Greater Geelong Planning Scheme 2020* has been amended to ensure land subject to coastal hazards has been identified to help reduce risks to public safety and damage to properties. Improved understanding of potential coastal

hazard risk, opportunities for adaptation, and future planning and decision-making, will improve preparedness to respond and recover following hazard events (such as flooding, erosion).

In addition, our *Sustainability Framework 2020*, *Climate Change Response Plan 2021–30* and *Environment Strategy 2020–30* detail the actions we'll take to support coordinated and collective action to achieve net zero community emissions and increase the resilience of our region to the impacts of climate change.

Table 4: Values, issues and opportunities to respect natural processes and strengthen resilience to climate change

Values	Issues	Opportunities
• Natural coastal processes including the creation/ maintenance of natural areas – wetlands, sediment transport, beaches and so on • Natural protection from coastal hazards, such as dunes, saltmarsh and rock outcrops • Coastal green breaks providing cool areas and reducing urban heat • Disaster management to ensure human health and safety • Public and private property asset protection • Engineering and coastal management initiatives to strengthen resilience of foreshore • Integration of coastal hazard and climate change planning into City processes	• Persistent sea level rise • Coastal flooding impacting on environmental and infrastructure values • Erosion impacting on values • Changes in the nearshore sea floor profile leading to a changed wave regime that persistently removes sand from beaches, transferring it alongshore and offshore, leading to recession of foredunes • Limited monitoring and local data on sand movement and wave climate • Increasing in severity, frequency and magnitude of future coastal hazards • Management processes – keeping up to date with coastal hazard predictions and other updates to science	• Strengthen understanding of local coastal processes, and emerging coastal hazards • Increase community awareness and understanding of changing climate and the dynamic coastal and marine environment • Assess impacts of climate change and beach profile on Hooded Plover breeding success and undertake research into methods for mitigating scouring impacts on nesting sites and juvenile feeding potential • Increase adaptation measures, including to embed consideration of coastal hazards into decision making and design, integrate the latest hazard mapping into disaster management planning, upgrade infrastructure to accommodate or withstand changing conditions, promote and integrate innovative management such as nature-based adaptation, bioengineering, living seawalls • Identify adjacent areas for suitable environmental offset and refuge to mitigate the impacts of climate change • Respect, understand and work with sediment shift and natural coastal processes

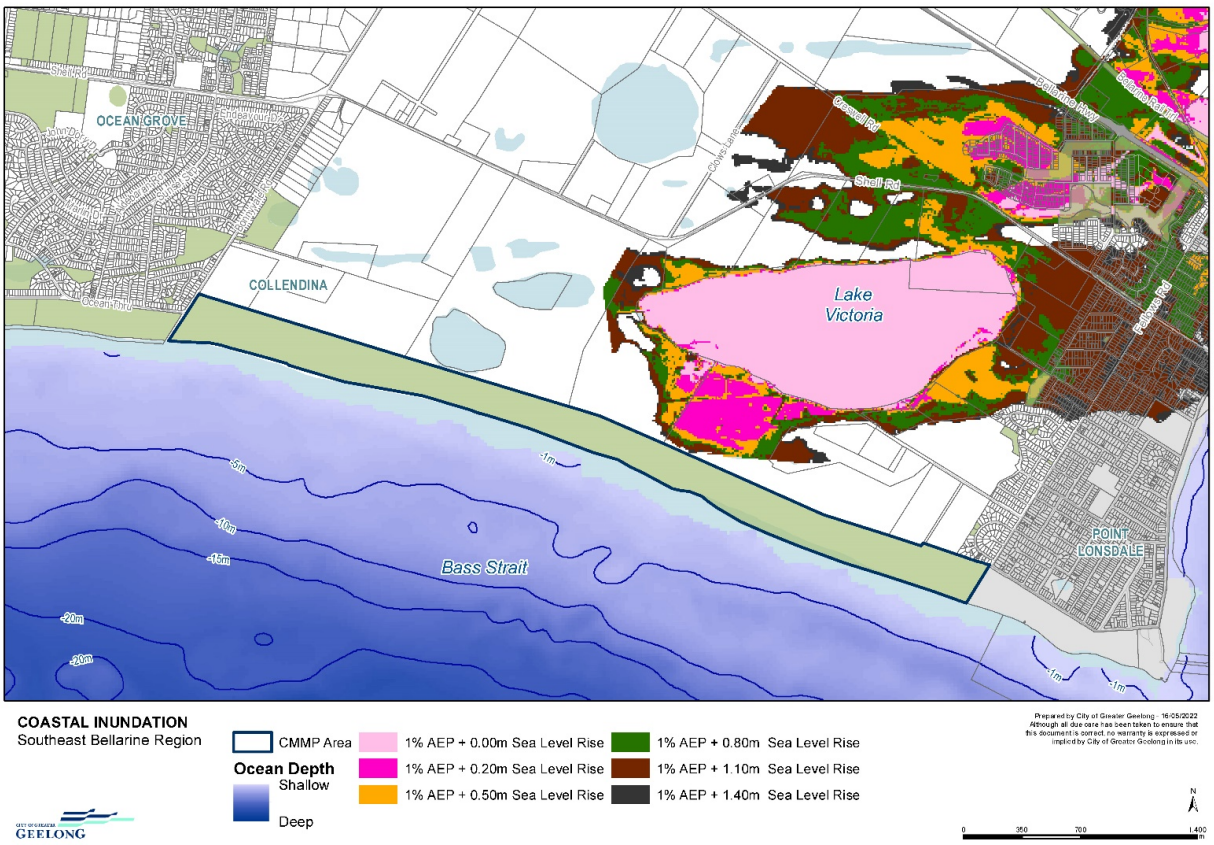

Figure 8: Bathymetry and Sea Level Rise predictions of the Southeast Bellarine coast region

Figure 9: Foot traffic showing deviation from track erosion at 6W access

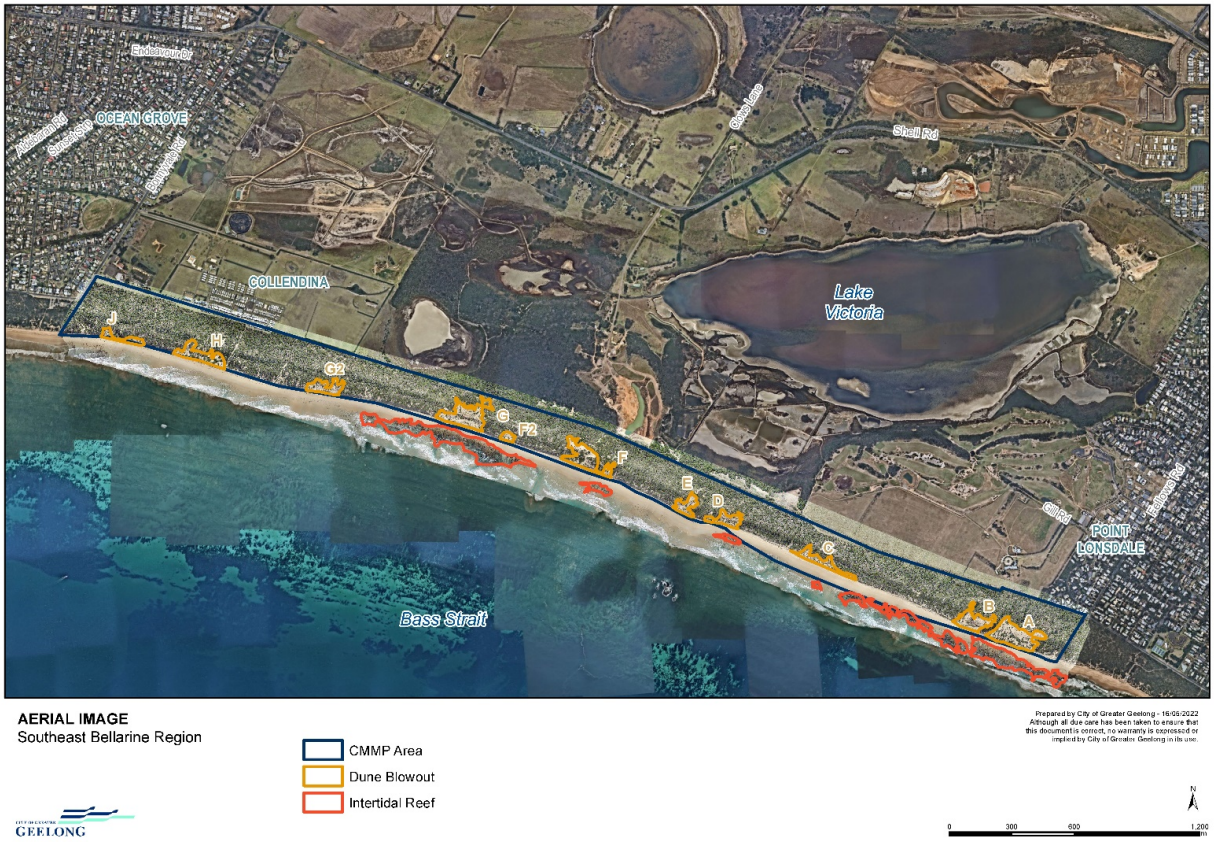

Figure 10: Southeast Bellarine coast with blowout erosion and intertidal reef mapping

Figure 11: Southeast Bellarine coast intertidal reef habitat

Figure 12: Trough Blowout E

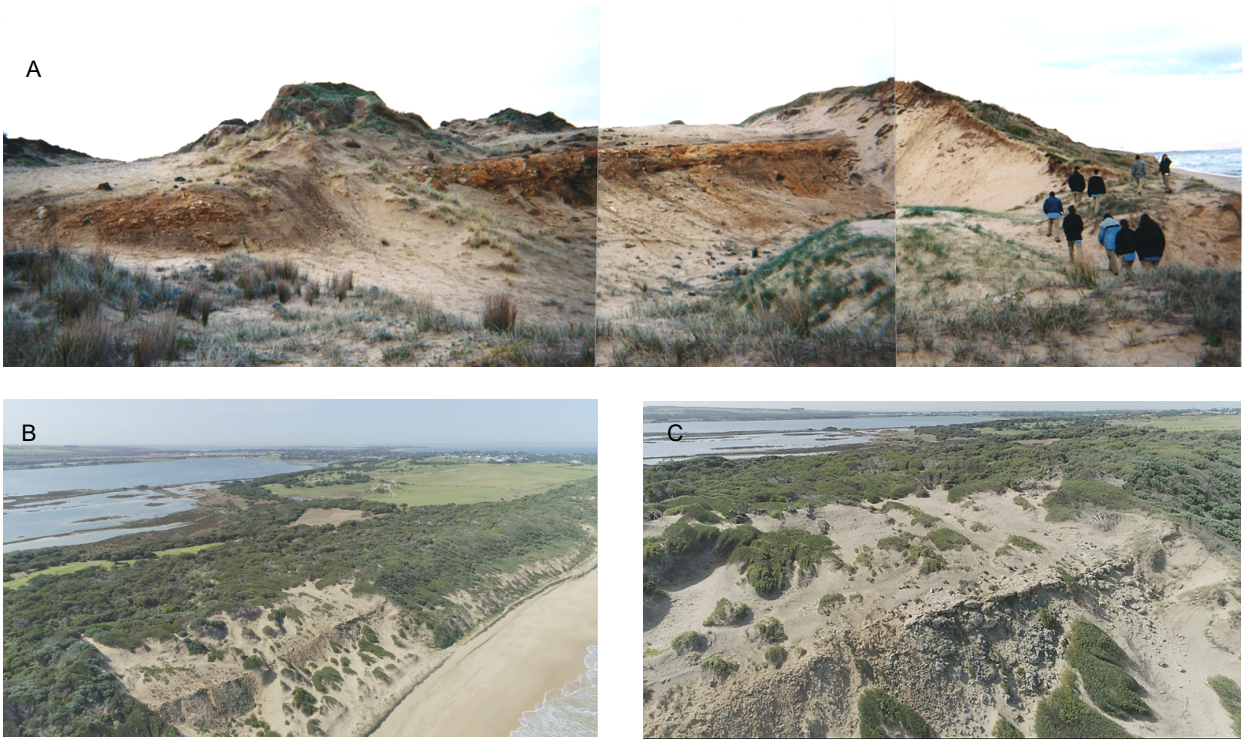

Figure 13: A - Wall Blowout G 1990's showing exposed ridgeline, B&C - 2022 showing recovery

4. USE AND DEVELOP SUSTAINABLY

Consider the impacts and benefits of existing and new use and development on the environment, other users, and the prosperity of future generations.

As one of the first colonisation settlement sites in Victoria, our region has a long history of development in the coastal zone. Residential and commercial buildings have been constructed along the foreshore overlooking the Southern Ocean. The two settlements adjacent to the Southeast Bellarine, include Ocean Grove and Point Lonsdale, have vibrant built areas, strong retail and industry, along with strong community and tourism values. The Southeast Bellarine Coast refers to the natural non-urban break between these two townships.

Neighbourhood character and community feel is considered very important to residents and visitors, as is the green break which is highly valued for its ecosystem services, recreational, tourism and ecological benefits. Continued population growth, housing demands, and limited available space potentially threaten these natural values. Planning and other controls need to ensure growth is carefully managed in a sustainable way.

The Southeast Bellarine Coast Coastal and Marine Management Plan coincides with the delivery by the Department of Environment, Land, Water and Planning's Distinctive Area and Landscapes project. In 2019, the Bellarine Peninsula was declared a Distinctive Area and Landscape due to the distinctive nature of the landscape and the threat of over-development. The Statement of Planning Policy's aim is to conserve and enhance the significant landscapes, environment, biodiversity and cultural heritage of the region. The Bellarine Peninsula Southern Coast been identified as a State Significant landscape, with the remaining area also recognised as regionally significant landscape and an important biodiversity connection. In addition, township boundaries are being put int place to mitigate urban expansion into green breaks, preserving natural coastline areas.

Our *Settlement Strategy 2020* and *Sustainability Framework 2020* will continue to shape our thinking about how to create the best outcomes for people, environment and the economy. Our *Social Infrastructure Plan – Generation One 2020–2023* will also influence the way we assess the needs of our community and invest in community places, spaces and services. Table 6 outlines the values, issues and opportunities to use and develop sustainably.

Marine and coastal industries

The *Greater Geelong Planning Scheme* and *Settlement Strategy 2020* recognises the green break, landscape and environmental significance of the area. Much of this land – both the coastal crown land reserve and adjoining private land – is well recognised for conservation importance and has been protected through appropriate zoning and overlays. (see Figure 14). There is limited capacity for industry development without significantly impacting on the natural and recreational values of this landscape. Historical extractive industries still remain, with a working quarry and shell grit merchant on the private land behind this coastal dune system. However, these have a limited lifespan. While there is a historical state extractive overlay over this land, recognising the natural resources, the conservation and cultural values of this landscape will mean future extractive industries will not be permitted.

Recreation and tourism

In addition to the foreshore's environmental values, people enjoy interacting with nature during recreational activities. These include walking, running, cycling, dog walking, swimming, fishing, birdwatching, water sports and boating. The coastline is a place for people to relax, connect with nature and enjoy the environment.

The City currently own, manage and maintain over 1,700 hectares of open space and $85 million worth of sport and recreation facilities and assets, that are utilised by approximately 300 clubs and community groups. The Lonsdale Links Golf Course and Club House provides formal recreation opportunities and event facilities at this location. Our *Open Space: Social Infrastructure Plan Generation One 2020–2023* will guide us in our work to protect and provide one of the communities most valued assets: an open space network that is fit-for-purpose, sustainable, accessible and safe for all residents and visitors to enjoy.

Greater Geelong and Bellarine Tourism Development Plan 2019–22 report found the Greater Geelong and the Bellarine region attracted 5.8 million visitors in 2018, generating $2.2 billion and 11,264 jobs. The Bellarine Peninsula is a very popular destination for tourists and locals with the water-based assets of the region acting as a key motivator for visitation, particularly in the peak summer season. The region also has primary strengths in food and beverage, as well as arts and culture. Geelong is also the only city in Australia that has been designated as a City of Design by the UNESCO Creative Cities Network. As such, there is an opportunity to increase off-peak events and activities to promote visitation year-round.

South Bellarine's key strengths lend themselves well to nature-based tourism, including the ocean beaches to the south, the Barwon River and Lake Connewarre. Investment into these natural assets, including master planning and infrastructure development, are a significant tourism growth opportunity for the region.

There is very limited commercial guestroom accommodation in Bellarine North and Bellarine South. Reinvestment in contemporary accommodation for visitors is a key opportunity, as is the development of eco-accommodation. The private land inland of the Southeast Bellarine Coast contains the Collendina Caravan Park, which offers semi-permanent accommodation and The Lon offers high-end accommodation options. This area is well positioned for eco-accommodation opportunities, with passive recreation and low-density eco-tourism prospects.

Buildings, structures, and access

With a long maritime history, there are many structures located throughout the City of Greater Geelong's coastal and marine zone. This includes wharfs, piers, jetties and boat ramps, along with cafes, recreation clubs and other facilities. There are also various coastal structures – seawalls, rock revetments and groynes that influence how people and the environment interact with the coast.

The Southeast Bellarine Coast structures only include two formalised beach access points for visitor use that are managed by the City – 5W and 6W. There is also a formal access point at 4W in the Borough of Queenscliffe (at the Point Lonsdale end of the reserve) and a less-formal access point branching off this track, which is mainly utilised by residents living adjacent to the reserve. These community access points feature fenced pathways and wooden staircases to provide safe access down the steep dune foreshore, protecting vegetated areas and reducing erosion from foot traffic on the dunes.

Table 5: Values, issues and opportunities to use and develop sustainability

Values	Issues	Opportunities
• Maintenance and pristine environment of beaches/public access • Accessible - close to urban fringes • Atmosphere and character – peaceful, family friendly, safe, 'village' feel • Diverse and multicultural including strong Aboriginal heritage • Balance of 'passive' and 'active' areas for recreation across the region • Areas adjacent that provide economic input and jobs for the region • Current zoning recognises environmental and conservation significance	• Growing resident population and increased tourist numbers • Barriers to access including: – limited access points – physical barriers and limitations – insufficient car parking or other transport provisions – social vulnerability impacting on access for all community members • Conflict with beach users – dog walkers and hooded plover conservation volunteers – safety issue • Limited toilets facilities • Limited structures to provide shade	• Strengthen planning and controls, including to review and update overlays, improve communication and consistent signage along coast to help enforce controls, identify and coordinate improvement works • Promote fair use of coastal and marine areas, including to review existing dog controls, communication, and enforcement • Enhance the user experience including to maintain and improve coastal access facilities, increase educational and interpretive signage, promoting connectivity to the environment and culture

Values	Issues	Opportunities
	• Tree vandalism concentrated around urban fringes • Litter and other waste management (such as dog poo) • Historical development and use • Decisions regarding use and development don't adequately consider not using, or developing, as an option	• Apply the new siting and design guidelines for structures on the Victorian coast to ensure integration into the coastal landscape and strengthen resilience to climate change • Consider business, accommodation and tourism opportunities in adjacent areas, while retaining green break landscape character

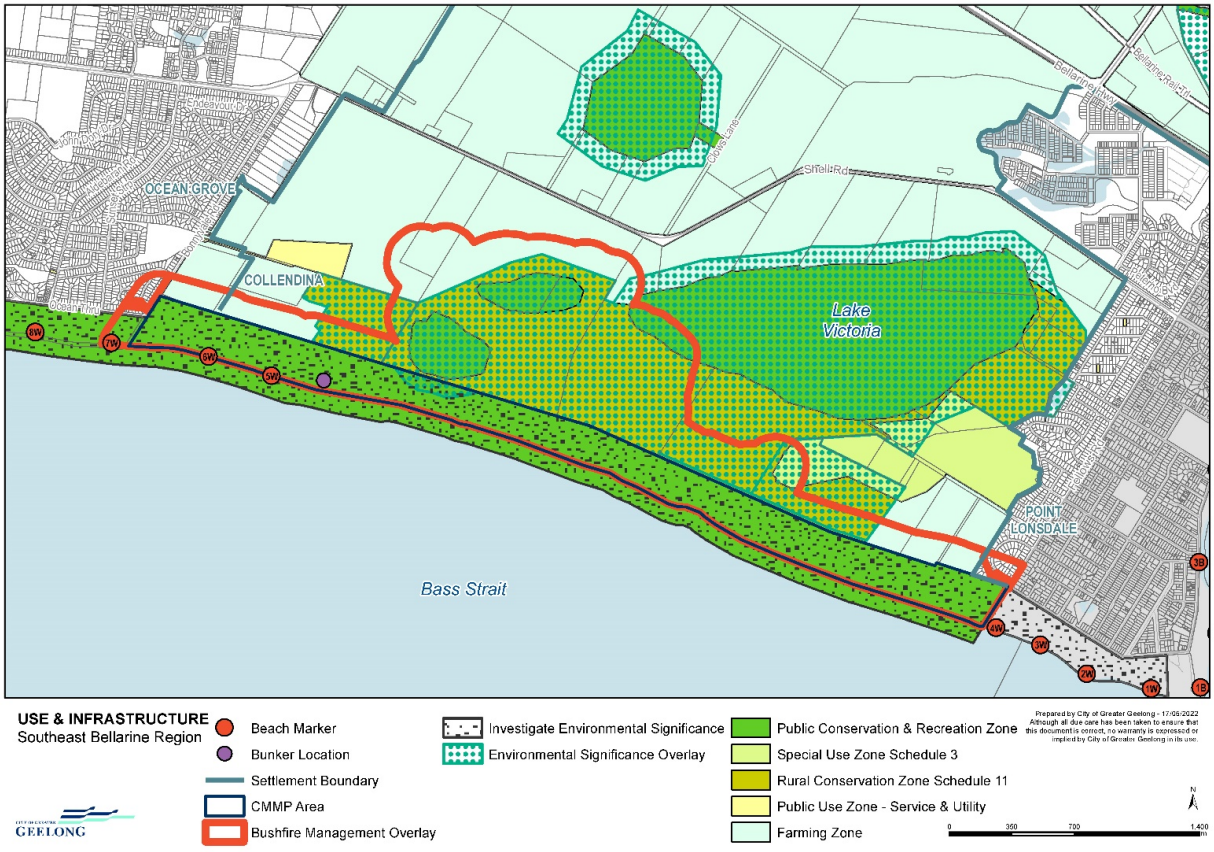

Figure 14: Planning zones and land use for the Southeast Bellarine coast region

5. PROMOTE STEWARDSHIP AND COLLABORATIVE MANAGEMENT

Empower the community to play a part in the care of natural marine and coastal places, to help to enhance their resilience.

The Southeast Bellarine Coast area between 4W and the Collendina foreshore, as well as its facilities, are the responsibility of the City on behalf of the Victorian Government. Aligned to the *Paleert Tjaara Dja: Healthy Country Plan*, Wadawurrung People's needs, aspirations and experiences should be embedded into the day-to-day management of our coastal and marine areas.

Managing the crown land coastal landscape discretely and separately to the adjacent landscapes does not allow for a holistic management approach. The development of the Project Steering Group, which includes eight land managers (see Acknowledgements on page 4) will address this both for the purposes of this plan, as well as future precinct master plans. Table 7 outlines the values, issues and opportunities to promote stewardship and collaborative management.

The Greater Geelong community is already taking an active role in environmental stewardship and caring for the marine and coastal environment. Fourteen community groups have been involved in developing this plan through the Community Reference Group (see Acknowledgements on page 4). These include 'friends of' and environment groups, Coastcare and Landcare, as well as community and civic associations. There is an opportunity for greater inclusion of our community and visitors in the way we approach coastal and marine management.

Expanding the reach and fostering further interest in the care of marine and coastal zones could be achieved through improved awareness and engagement opportunities for different interest groups. Building knowledge of our marine and coastal environment across the region is currently supported by research and citizen science monitoring programs such as: BirdLife (Hooded Plover), Backyard Bird Count, annual bird surveys, the Geelong Field Naturalists (flora and fauna surveys), Orange-bellied Parrot Recovery Group Bellarine (OBP surveys) and state agencies (SeaSearch, Waterwatch, Estuarywatch and Litterwatch).

The nearby Queenscliff Marine Freshwater Discovery Centre provides environmental education to residents, Victorian and international students, and fisheries research. The proposed Sparrovale Nubitj yooree Wetlands Interpretation Centre, located at the gateway to the Bellarine Peninsula, will aim to increase environmental stewardship, support education, and participation, and foster respect for the natural environment. Partnership projects with the Wadawurrung People, tourism operators and other stakeholders could also encourage increased interest, knowledge sharing and help to build capacity in coastal and marine management.

Table 6: Values, issues and opportunities to promote stewardship and collaborative management

Values	Issues	Opportunities
• An active and engaged community already taking a stewardship role • Numerous enthusiastic community groups with Community Representative Group • Established Project Steering Group collaboration on CMMP development • Integration of the *Paleert Tjaara Dja:* Owners Healthy Country Plan 2020-30 • Support for natural environmental education and engagement activities (noted in Biodiversity and	• Numerous agency stakeholders in adjoining landscapes – management disconnection • Insufficient or ineffective stakeholder collaboration • Public perception and information gaps around asset ownership, usage, and responsibilities • Uncertainty around beginning and end of Council's jurisdiction and role, particularly in the marine environment	• Incorporate Wadawurrung knowledge into marine and coastal management, including knowledge sharing and partnership projects • Collaborate and coordinate with relevant management agencies, stakeholders in holistic landscape management • Promote and support community groups and on-ground action • Increase education and awareness of coastal and marine management and cultural connections

Values	Issues	Opportunities
Environment Strategies) – for planting, weeding days and educational tours • Collaboration with universities – research and citizen science programs • Environmental education centres close-by, such as the Queenscliff Marine Freshwater Discovery Centre	• Certain demographics lacking in community connection and stewardship • Limited community understanding about processes, permits and approvals for works in foreshore area • Conflicts between user groups • Disconnect Wadawurrung People's engagement	• Develop targeted, cross-jurisdiction signage to promote, sustainable use of coastal and marine areas • Provide alternative engagement methods such as technology-based approaches – for example, enviro videos, live streams and workshops

Outcomes

Outcomes describe what we want coastal and marine management to achieve. These outcomes have been developed in line with the *Marine and Coastal Act 2018*, policy objectives and are based on feedback from the community, land management and stakeholder. They also aim to reflect the values, issues and opportunities.

The outcomes have guided the development of suitable actions, ensuring that any initiatives or proposed works are in keeping with our broader coastal and marine management vision.

The outcomes are to act as overarching principles that should be considered for any works, initiatives, decision making or planning for the management of coastal and marine areas. They should be used to determine the appropriateness of future works or management actions.

OBJECTIVES				
1. Acknowledge Traditional Owners' rights, aspirations & knowledge	2. Protect & enhance the marine & coastal environment	3a. Respect natural processes 3b. Strengthen resilience to climate change	4. Use and develop sustainably	5. Promote stewardship and collaborative management
OUTCOMES				
• Wadawurrung People supported to connect with their land and Sea Country • Wadawurrung aspirations and *Paleert Tjaara Dja: Healthy Country Plan* embedded into collaborative decision making, planning and management • Two-way knowledge and capacity building is promoted, with effective working relationships and a shared understanding of Wadawurrung People, and other marine and coastal land managers • The coastal experience is enriched for all through shared	• Coastal and marine ecosystems and habitats are protected and enhanced • Biodiversity and habitat links are improved, providing migration and movement across the landscape • Water quality and regime is improved through integrated water management, including urban runoff • People feel increased connection to the environment • Views, seascapes and natural aesthetics are protected • Significant cultural and heritage values	• Understanding of the local coastal process and emerging coastal hazards is improved • Consideration of coastal hazard is embedded into decision making and design. Innovative and adaptive management of coastal hazard is promoted. • Internal and external capacity is built to improve people's ability to manage dynamic coastal and marine processes. • Updated knowledge is integrated into disaster plan management to ensure increased resilience • Resilience is built through upgrades,	• Growth, development and use of marine and coastal environment is environmentally, socially and economically sustainable • Planning and development controls are utilised to maintain non-urban breaks, preserving the character of the coastlines a desirable place to live, work, stay and play • Can cope with and adapt to change • Recreational zoning is updated, enforced and communicated to ensure a balance between users and environmental values • The recreational and tourism experience is	• Roles and responsibilities relevant stakeholders are defined with accountability and empowerment for action. • Coastal and marine management is inclusive, transparent and holistic, with increased stewardship and collaboration between stakeholders • The City, other agencies and the community have greater capacity to care for, protect and enhance the health of the coastal and marine environment • The most current technical

OBJECTIVES				
cultural heritage through naming of place and signage	are protected and celebrated • Employment of the natural environment occurs in a sustainable manner with respected zoning, increased education and engagement	modifications or relocation that appropriately adapt to increasing coastal hazards and character conditions • Natural buffers, including dune systems, coastal wetlands are protected and enhanced to address increasing coastal impacts	enhanced through strategically located and designated infrastructure and attractions outside of sensitive environment areas • Minimise impacts on marine and coastal environments in development of business and commercial area • Access to the marine and coastal zone occurs in a safe and accessible manner, with regards to the natural environment and cultural values	assessment, Traditional Owner knowledge are incorporated into evidence-based planning and management of the marine and coastal zone

Actions

A suite of actions has been developed to guide investment and priorities over the next ten years and are to be reviewed and revised after five years. Actions are how we will achieve the outcomes.

Each action is ranked by priority:

- **Short-term actions** – should commence immediately (within two years or are already underway) and are important to implement as soon as possible.
- **Medium-term actions** – should be initiated within three to five years during implementation of the plan.
- **Long-term actions** – should be commenced in six to ten years, however preliminary work and consultation may occur sooner if opportunities arise.
- **Ongoing actions** – part of the City's ongoing work in a 'business as usual' capacity. Priorities may shift throughout the life of the plan, depending on factors such as funding, new research, collaboration opportunities with other projects and changing conditions (for example, an extreme weather event).

Actions have been developed to achieve the outcomes and objectives of the Coastal and Marine Management Plan. These actions are presented below, coloured under the objective themes, with key deliverables identified.

These actions will be integrated into the precinct plan (Southeast Bellarine Biolink Master Plan) along with additional actions in order to support the broader environment in this region. Appendix 2 provides a summary of the precinct plan.

Objective	Actions		Priority
Acknowledge Traditional Owners' rights, aspirations & knowledge	A	Investigate opportunities to develop partnership projects with the Wadawurrung Traditional Owners Aboriginal Corporation and their Caring for Country team, and undertake Aboriginal Cultural Heritage Land Management Agreements or similar	Short-term by 2026 Ongoing
	B	Examine and implement ways to manage and protect cultural values within the coastal and marine zone in accordance with the *Paleert Tjaara Dja: Healthy Country Plan* and state legislation (inc. *Aboriginal Heritage Act 2006, Heritage Act 2017, Underwater Cultural Heritage Act 2018)*	Short-term by 2026
	C	Promote Wadawurrung Language and stories through naming of Country and connection along the entire Bellarine Peninsula Southern Coast.	Short-term by 2026 Ongoing
	D	Design and install a suite of signage focused on increased community awareness of the cultural, natural and heritage values of the coastal and marine zones in collaboration with Wadawurrung People, Land Management Groups and the Community Reference Group	Short-term by 2026
Protect and enhance the marine and coastal environment	A	Engage with stakeholders (land managers, landholders, community groups, residents, tourists) for cross-jurisdiction collaboration and management through the creation of a master plan	Short-term by 2026 Ongoing
	B	Contain and reduce cover of priority invasive plant species. Continue to use bushland regeneration techniques to encourage natural recruitment of local endemic species and where applicable revegetate rare flora.	Ongoing Annually
	C	Develop a cross-boundary approach for pest plant and pest animal control. Implement seasonally and monitor effectiveness of programs.	Short-term by 2026 Ongoing
	D	Continue to undertake seasonal fauna and flora surveys to ascertain baseline values and effectiveness of pest plant and animal controls.	Ongoing Annual program
	E	Support actions in the state and local biodiversity strategies to improve the coastal and marine environment, including using planning controls to retain and/or create biodiversity links and space for saltmarsh retreat resulting from rising sea level.	As updated

Objective	Actions		Priority
	F	Deliver the Hooded Plover protection program, including fencing nesting sites, monitoring and awareness activities. Review our *Hooded Plover Action Plan.* Re-asses usage zoning to ensure the protection of Hooded Plover and other beach dwelling fauna. Deliver Responsible Pet Ownership awareness and education activities. Promote, communicate and enforce regulations. Monitor impacts of climate change and increased storm activity on success of breeding.	Ongoing Annual program
	G	Support management of marine wildlife on beaches by reporting wildlife sightings to responsible authorities, providing first responder services (including signage), temporary fencing and exclusion zones.	Ongoing As required
	H	Investigate and implement ways to maintain and enhance the marine and coastal hydrology, including water quality and urban run-off mitigation.	Short-term by 2026 Ongoing
	J	Support the recognition of adjacent Lonsdale Lake Wildlife Reserve as a Ramsar site in the current boundary review.	Short-term by 2026
	K	Promote and enhance community interaction with, and education about, the natural environment.	Ongoing
Respect natural process Strengthen resilience to climate change	A	Review and incorporate coastal hazard adaptation and climate objectives/outcomes from current state projects in asset and land use management, planning scheme/zoning and City decision making (includes Marine and Coastal Strategy and Our Coast).	As updated
	B	In-line with the Victorian approach to coastal adaptation, undertake planning to assess future coastal vulnerability and associated risks. Provide economic risk assessment, rationale for action and specify adaptation responses/pathways.	Medium-term by 2029
	C	Ensuring ageing infrastructure is effectively maintained, upgraded or removed according to economic cost-benefit, risk assessment, and its role in increasing the resilience of the area/region.	Long-term by 2034
	D	Increase community awareness and understanding of changing climate and the dynamic coastal and marine environment through knowledge-building activities. Improve communication and consistent signage along coast to help enforce controls.	Medium-term by 2029

Objective	Actions		Priority
	E	Integrate innovative management of coastal areas using nature-based adaptation to work with sediment supply and natural coastal processes.	Long-term by 2034
	F	Identify adjacent areas for suitable environmental offset and refuge to mitigate the impacts of climate change	Short-term by 2026 Ongoing
Use and develop sustainably	A	Review and update zoning, mapping, signage and in information in collaboration with stakeholder agencies and Wadawurrung People.	Short-term by 2026 Ongoing
	B	Investigate opportunities for increased access and connectivity on adjacent land between the coastal townships, while recognising and protecting the environmentally sensitive areas (for example, pathways and cycling trails).	Short-term by 2026
	C	Expand monitoring to understand and quantify usage, visitation and demand, using this to inform strategic management of marine and coastal areas.	Medium-term by 2029
	D	Implement effective usage of structures in accordance with *Siting and Design Guidelines for Structures on the Victorian Coast 2020*.	Long-term by 2034
	E	Deliver sand dune protection activities such as erosion protection and management of human impacts (for example, fencing, signage, brush-matting and education).	Ongoing As required
	F	Monitor and refine the sustainable practices used in the organisation, in accordance with the City's Climate Change Response Plan.	Short-term by 2026 Ongoing
Promote stewardship and collaboration management	A	Develop a communication and engagement plan for community and agency involvement in the marine and coastal management.	Short-term by 2026
	B	Strategically invest in resources for community stewardship programs and partnerships in response to increasing demand. Invest in knowledge sharing and education programs to generate interest and awareness of marine and coastal environments, hazards, and adaptation.	Ongoing
	C	Strengthen partnerships and advocacy with stakeholders to raise awareness, promoting and supporting shared care of coastal and marine areas. Identify opportunities for collaboration, funding streams and efficiencies in management.	Ongoing
	D	Partner with neighbouring land managers and landholders to implement broader scale climate changes	Short-term by 2026 Ongoing

Objective	Actions		Priority
		response and cross-jurisdiction management through a Southeast Bellarine Biolink Master Plan (see Appendix 2).	
	E	Undertake an audit of signage across the Bellarine Peninsula Southern Coast (messaging, compliance with standards, style, location, condition). Develop and implement a signage style guide and signage plan in collaboration with agency partners.	Short-term by 2026
	F	Develop a marine and coastal citizen science program/s, which includes monitoring and reporting on coastal hazards and environmental changes (Snap Send Solve). This may be in partnership with community groups, universities and so on.	Medium-term by 2029
	G	Undertake Marine Spatial Planning, in accordance with the state framework, to provide an overarching structure and guide integrated management and decision-making.	Short-term by 2026

Resource needs

To support the objectives, we've set for this plan, we will be relying on funding provided by the City, as well as collaborative project funding attracted by the Project Steering Group.

However, further financial support from State or other will be required to fully realise the vision. For sustainable marine and coastal management, additional resources will be needed to:

- support quality Wadawurrung engagement to increase resourcing for marine and coastal management and partnerships
- support research partnerships and modelling in order provide gaps in knowledge for marine and coastal management
- acquire land for increased habitat connections, biodiversity outcomes and refuge areas in response to climate change
- incentivise private landowners to protect habitats – for example, fencing for stock exclusion, blue/teal carbon (carbon/nitrogen credits), and conservation habitats in coastal areas
- provide access for all abilities infrastructure
- assess coastal hazards and erosion and implement corrective actions
- assess impacts of climate change and beach profile on Hooded Plover breeding success and undertake research into methods for mitigating scouring impacts on nesting sites and juvenile feeding potential
- carry out marine spatial planning and modelling for asset management.

Implementation

This plan sets the strategic direction and actions for implementation over the period 2023–33, with many of the recommendations to take place in the first five years of the plan.

The action plan will be adaptive, allowing responses to changing conditions, new opportunities or updated technical information. This section provides an overview of implementation arrangements.

Implementation includes aspects of monitoring, evaluation, review, and improvement. An overview of the next steps in implementation and the adaptative management framework is provided in Figure 11 and Table 8.

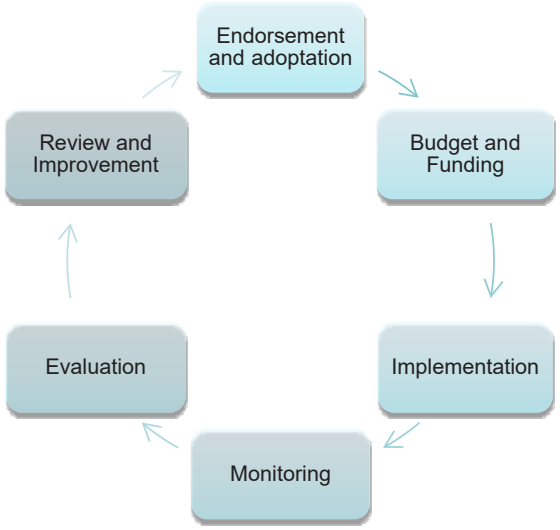

Figure 11: CMMP implementation and adaptive management framework

This plan has been developed using the available knowledge and expertise of staff, community members and agency partners. Five-year outcomes were developed using a monitoring, evaluation, reporting and improvement process to link the objectives and actions, and provide measures of success that can be tracked over the life of the plan. Research and investigation activities have been identified to address critical knowledge gaps. Further prioritisation of knowledge gaps and investigations will be required throughout the review process.

Table 7: CMMP implementation and adaptive management framework

Endorsement and adoption	Endorsement of plan by Council, DELWP and Minister
Budget and Funding	Budget priority actions as part of City's ongoing work in a 'business as usual' capacity. Seek and advocate for external collaborative funding, State and Federal pertaining to marine and coastal management
Implementation	Implementation of actions by embedding into existing City processes and activities such as: Local laws, Planning schemes and overlays, Strategies, Master Plans
Monitoring	Regular systemic and operational monitoring which includes action progress, risk assessments, community perception surveys and participation, triggers to review and update (changes in policy, legislation, scientific advancement)
Evaluation	Evaluate the outcome success against planned outcomes

Endorsement and adoption	Endorsement of plan by Council, DELWP and Minister
Review and Improvement	Formal review every five years or if triggered sooner through the monitoring and evaluation process. Outcomes from the review are embedded through improvement of the existing Plan or the development of a new CMMP.

MONITORING AND EVALUATION

Monitoring and the collection of data and evidence will be undertaken to inform progress towards the five-year (short-term and medium-term actions) outcomes and assess the effectiveness of management activities. Routine monitoring techniques are described below and a list of potential measures, indicators and evidence to support evaluation is provided in Appendix 2. Monitoring resources and funds will be implemented based on priority actions.

Monitoring five-year outcomes

We will develop an initial monitoring and data collection plan for five-year outcomes within the precinct master plan, in collaboration with the Project Steering Group. The data collected through existing monitoring programs will be used where possible. However, for some outcomes, there is a need to establish a baseline status in Year 1 of the plan.

The Coastal and Marine Management Plan will be reviewed and updated every five years (due 2028). Implementation will be monitored by tracking progress and success of actions and outcomes, then reassessing and identifying improvement measures for future programs. This will be collected annually and linked to more frequent reporting measures. During the period of this plan, we will investigate and establish data management and reporting systems to support improved monitoring of plan actions and deliverables.

Evaluation

Evaluation questions drive the evaluation and reporting process and will provide the basis for assessing the success of this plan. The questions are also used to frame monitoring requirements and identify existing and potential sources of data.

Six categories are used to frame the evaluation questions:

- Impact: the measurable effect of implementation in achieving the objectives of the plan.
- Effectiveness: the success of implementation in producing the intended results.
- Appropriateness: the suitability and alignment of actions to achieve the desired results.
- Governance and management: the appropriateness of organisational structures and processes to support implementation.
- Efficiency: the extent to which implementation has made the best use of available resources.
- Legacy: the extent to which the impacts of the plan will continue after action is implemented.

Successful implementation of this plan requires commitment from the City and Victorian Government to prioritise coastal and marine management, integrate with our other plans and strategies, and deliver outcomes using existing mechanisms (see Table 2 in Appendix 1). The main drivers of this plan are the *Marine and Coastal Act 2018, Marine and Coastal Policy 2020*, *Marine and Coastal Strategy 2020 (draft)* and *Distinctive Area Landscape – Bellarine Peninsula Statement of Planning Policies 2020 (draft)*.

We will integrate actions in this plan in our existing plans and strategies, with several actions being primarily delivered through other programs of work that are being directed by the *Climate Change Response Plan 2020–2030,* Biodiversity Strategy (being updated), *Environment Strategy 2020–30, Settlement Strategy 2020*, and the *Open Space: Social infrastructure plan Generation one: 2020-23*.

Existing mechanisms will be used to deliver actions, including the annual capital works program, planning schemes, local laws, and asset management plans. Actions will also be integrated into our internal management and reporting systems for project tracking and review.

Formal reporting to the Minister and Department of Environment, Land, Water and Planning will occur through existing processes defined in the Statement of Expectations.

FURTHER CONSULTATION

Further consultation will be undertaken for this draft *Coastal and Marine Management Plan* and will include:

- Project Steering Group and Community Reference Group stakeholder meetings
- community input (symposium, open house, written submissions)
- online feedback

For more information and to receive updates visit https://yoursay.geelongaustralia.com.au/CMMP

Appendix 1

Legislation and policy framework

Management arrangements for marine and coastal areas is complex. All use, development and works on marine and coastal Crown land, requires consent under the Marine and Coastal Act 2018. Applications are made to DELWP as the landowner and delegate for the Minister under the Marine and Coastal Act 2018. The proposal is assessed under the Act and must be consistent with relevant coastal and environmental plans or strategies that apply under the Act. This includes the Marine and Coastal Policy and Coastal and Marine Management Plans. Council is required to obtain consent for any activity undertaken in managing its marine and coastal areas.

Guidance used to inform CMMP development.

The development of this CMMP has been guided by:

- *Marine and Coastal Act 2018*
- Marine and Coastal Strategy 2021 (draft)
- *Marine and Coastal Policy 2020*
- G*uidelines for the Preparation of Coastal Management Plans 2022*
- *Paleert Tjaara Dja: Wadawurrung Healthy Country Plan 2020-2030*
- Department of Environment, Land, Water and Planning advice on the development of new Coastal and Marine Management Plans.

Table 1. Victoria's marine and coastal policy context

Title	What it does
Marine and Coastal Act 2018	The Marine and Coastal Act 2018 is the new State legislation replaces the previous Coastal Management Act 1995. The new Act aims to provides a more holistic and integrated approach to planning and managing the marine and coastal environment. The Act provides the overarching framework for the development of Coastal and Marine Management Plans.
Victorian Marine and Coastal Council	The Act established the Victorian Marine and Coastal Council to provide independent advice on marine and coastal issues.
Marine and Coastal Strategy (draft 2020)	The Marine and Coastal Strategy details the implementation actions for the Victorian Government, as well as outlining the tools for implementation. It will also be accompanied by an implementation and evaluation plan. The Marine and Coastal Strategy is due to be released in 2022.
Marine and Coastal Policy 2020	The Marine and Coastal Policy, endorsed in early 2020, has been developed by Victorian Marine and Coastal Council, in line with the *Marine and Coastal Act 2018*.The long-term vision is for a 'healthy, dynamic and biodiverse marine and coastal environment that is valued in its own right, and that benefits the Victorian community, now and in the future'. The *Coastal and Marine Management Plan Guidelines 2022* stem from this policy and provide the planning and framework for foreshore managers in the development of Coastal and Marine Management Plans.

Table 2: Government legislation, policy and strategic resources of relevance for the City of Greater Geelong

Level	Resource
State	Marine and Coastal Act 2018
	Marine and Coastal Policy 2020 / Guidelines for development of Coastal Management Plans 2022
	Marine and Coastal Strategy 2021 (draft)
	Bellarine Peninsula Distinctive Area and Landscape Statement of Planning Policy (draft)
	Crown Land (Reserves) Act 1978
	Catchment and Land Protection Act 1994
	Climate Change Act 2017
	Wildlife Act 1975
	Flora and Fauna Guarantee Act 1988
	Aboriginal Heritage Act 2006
	Heritage Act 2017
	Underwater Cultural Heritage Act 2018
	Siting and Design Guidelines on the Victorian Coast 2020
	Victoria's Coast – Preparing for the future 2018
	Public Participation in Government Decision-making 2015
	Protecting Victoria's Environment – Biodiversity 2037
	Victorian Water Safety Strategy 2016 – 2020
	Wave 5 Marine and Coastal Community Attitudes & Behaviours 2019
	CoastKit 2020
Regional	Paleert Tjaara Dja – Let's make country good together 2020-2030 (Wadawurrung Traditional Owners Aboriginal Corporation)
	Central Regional Coastal Plan 2015-2020 (Central Coastal Council)
	Corangamite Regional Catchment Strategy to 2027 (Corangamite Catchment Management Authority)
	Corangamite Regional Floodplain Strategy 2018-2028 (Corangamite Catchment Management Authority)
	Corangamite Waterway Strategy 2014-2022 (Corangamite Catchment Management Authority)
	Port Phillip Bay (Western Shoreline) & Bellarine Peninsula Ramsar Site Management Plan 2018 (DELWP)
	G21 Regional Growth Plan 2013 (Geelong Regional Alliance)
Local	Greater Geelong Planning Scheme as at 2022 (City of Greater Geelong)
	Environment Management Strategy 2020-2030 (City of Greater Geelong)
	Biodiversity Strategy (being updated) (City of Greater Geelong)
	Climate Response Plan 2021 (City of Greater Geelong)
	Settlement Strategy 2020 (City of Greater Geelong)
	Sustainability Framework 2020 (City of Greater Geelong)
	Open Space Social Infrastructure Plan Generation One 2020-2023 (City of Greater Geelong)
	Bellarine Peninsula & Corio Bay Local Coastal Hazard Assessment, Inundation Report 2016 (Our Coast)
	Barwon Coast CMMP 2018 (Barwon Coast Foreshore Committee of Management)
	Borough of Queenscliffe CMMP Draft 1 2021 (Borough of Queenscliffe)
	Greater Geelong and Bellarine Tourism Development Plan 2019-22 (Tourism Greater Geelong and The Bellarine)

Appendix 2

PRECINCT PLAN

The Southeast Bellarine Biolink Master Plan (draft) is a detailed precinct plan including the natural foreshore areas of the Bellarine Peninsula Southern Coast, Lonsdale Lakes Wildlife Reserve and surrounding private land.

The master plan has been developed with extensive community engagement and encompasses the foreshore areas managed under Coastal and Marine Management Plans from Barwon Coast and the Borough of Queenscliffe.

PRIORITY VALUES

- Vegetation and habitat for wildlife
- Wadawurrung living values and connection to Country
- Natural, quieter, and uncrowded beach
- Passive recreation
- Threatened Temperate Coastal Saltmarsh and Moonah Woodland Communities
- Hooded Plover breeding areas, Orange-bellied Parrot habitat and migratory bird refuge and feeding grounds

PRECINCT MASTER PLAN PRIORITIES

1. Manage informal pedestrian access, dune intrusion and trampling of vegetation.
2. Recognise Wadawurrung living cultural heritage through renaming, signage and co-management partnership
3. Provide for passive recreation where it does not impact upon natural values.
4. Manage informal dune intrusion at the front of the dunes by beach users and dogs.

This precinct is backed by a wide dune formation with extensive tracts of locally native vegetation providing important habitat for wildlife. The precinct covers the 140 hectares of the Southeast Bellarine Coast and adjoins Barwon-Coast-managed natural foreshore to 13W (west) and the Borough-of-Queenscliffe-managed natural foreshore to Port Phillip heads (east). The beach allows for passive recreation, providing a feeling of remoteness from nearby residential development. An increase in beach usage in this precinct has been observed in recent years and this will need to be monitored during to assess whether further action is required. See Figure 1 below for a map of the Southeast Bellarine Biolink Master Plan precinct.

The role of the precinct is primarily protection and enhancement of natural values. An active group of volunteers from numerous community groups, such as Friend of Buckley Park, Ocean Grove Coastcare and Swan Bay Environment Association, support the City's environment programs. Maintaining public access while managing dune intrusion will be considered during the master planning process for this precinct.

This beach zone provides space for walking with dogs off leash at some times of the year (provided they are under effective control) and on leash during Hooded Plover breeding times. Responsible dog ownership and monitoring is needed to minimise potential impact on conservation values. A strategic review of dog controls will aim to simplify regulations and increase enforcement.

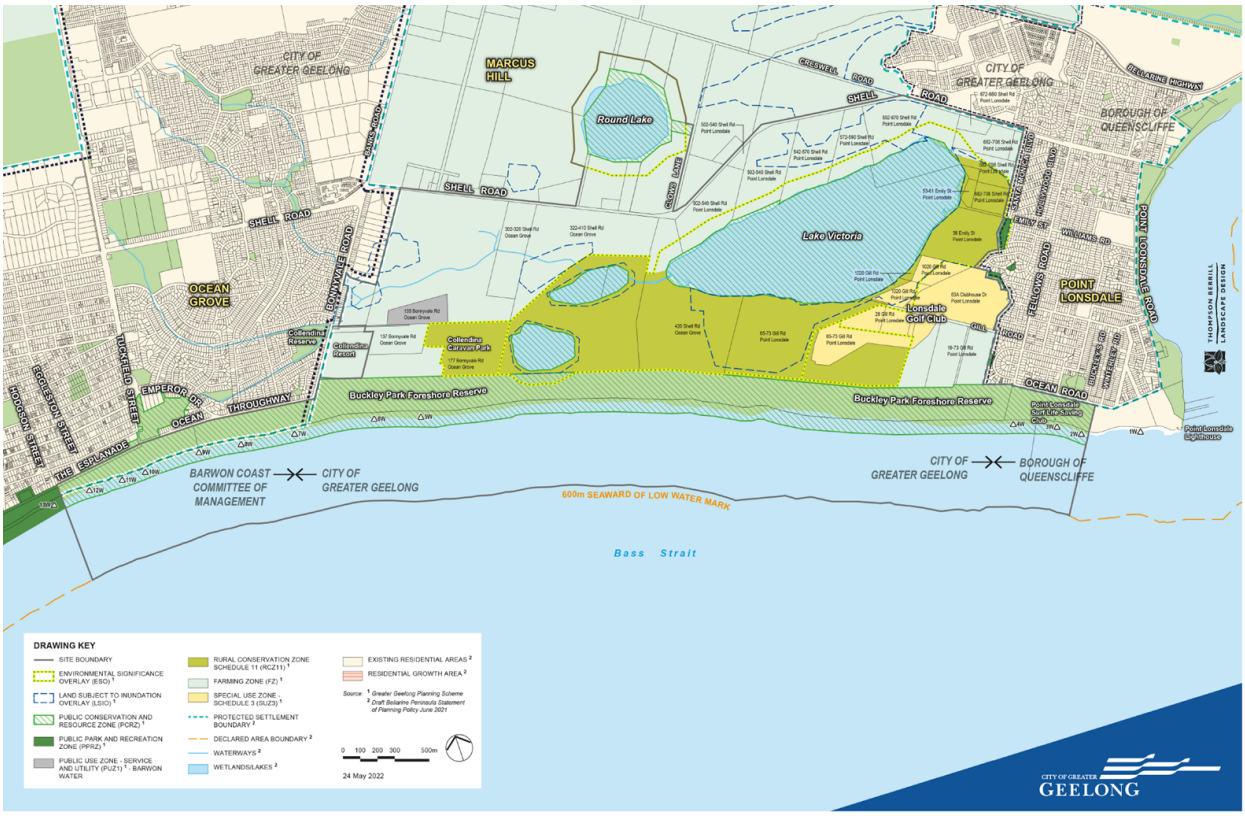

Figure 1: Map of area covered under the Southeast Bellarine Biolink Master Plan (which includes the CMMP area)

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CITY OF GREATER GEELONG

2.13. Amendment C408ggee Combined Rezoning and Subdivision - 31-49 Melaluka Road, Leopold

Source: **City Planning & Economy**
Director: **Gareth Smith**

Purpose

1. To consider the independent Panel Report about Planning Scheme Amendment C408ggee and Planning Permit 1247/2019 and adopt the amendment and permit.

Background

2. The amendment rezones land at 31-49 Melaluka Road, Leopold from Low Density Residential Zone to the General Residential Zone Schedule 1. The Planning Permit 1247/2019 allows the staged multi-lot subdivision of the land.

3. The amendment and permit are consistent with the Leopold Structure Plan. **Attachment 1** provides a background summary of the amendment process including consideration of the report of the independent Panel that considered submissions on the proposal.

4. Following a hearing on 31 January 2022, the Panel's report was received on 3 March 2022. Under Section 27 of the *Planning and Environment Act 1987,* the Planning Authority must consider the Panel's report before deciding on whether to adopt the amendment.

Key Matters

5. Exhibition of the amendment and draft planning permit in September and October 2021 resulted in 13 written submissions addressing issues including strategic justification for the amendment, loss of semi-rural character in the area, stormwater management and potential traffic impacts.

6. The submissions were considered under delegation by Council on 17 November 2021, whereby it was resolved to refer all submissions to an independent Panel appointed by the Minister for Planning.

7. The independent Panel found the amendment to be strategically supported by planning policy and recommended that the amendment be adopted and that some changes are made to improve the planning permit.

8. Whilst the Panel's recommendations are supported, this report at **Attachment 1** provides the City's response.

RESOLUTION - Item 2.13

Cr Sullivan moved, Cr Mason seconded –

That Council:

1. **Adopt Amendment C408ggee – 31-49 Melaluka Road, Leopold in the form outlined in Attachment 2 of this report;**
2. **Submit the adopted Amendment C408ggee together with the prescribed information to the Minister for Planning requesting approval; and**
3. **Recommend to the Minister for Planning that Planning Permit 1247/2019 be approved in the form outlined in Attachment 3 of this report.**

Carried

Financial Sustainability

9. An agreement between the City's lawyers and the owner of the land under Section 173 of the *Planning and Environment Act 1987* has been prepared and signed by the owner. The agreement requires the landowners to pay Council a community infrastructure contribution of $40,000 per net developable hectare when the land is subdivided. Council will be obliged to spend this funding on community facilities within the Leopold area.

Community Engagement

10. Amendment C408ggee and the draft Planning Permit 1247/2019 were exhibited in accordance with the requirements of the *Planning and Environment Act 1987*.

11. All submitters had an opportunity to be heard before an independent Panel. The Panel considered all submissions referred to it, not just the submissions presented at the hearing.

12. The City has advised submitters of the release of the independent Panel report. Submitters will be notified of the final decision of Council and the Minister for Planning.

Social Equity and Sustainability

13. The amendment will provide social benefits through the establishment of a new residential development conveniently located in relation to existing open space and the sub-regional retail centre. Community infrastructure contributions will be allocated to community infrastructure projects within Leopold.

Relevant Law/Policy/Legal Implications

14. The amendment is consistent with the Greater Geelong Planning Scheme Policy Framework, in particular Clauses 21.06 and 21.14, which support the residential growth of this area of Leopold.

15. The amendment is also consistent with the declaration of the Bellarine as a Distinctive Area and Landscape and the subsequent draft Bellarine Peninsula Statement of Planning Policy. As a district town, the subject land is within the current and proposed settlement boundary of Leopold and rezoning to residential is supported.

Alignment to Community Plan and Vision

16. This report aligns with Our Community Plan 2021-2025 strategic priority: "Sustainable growth and environment".

17. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:

    "Sustainable development that supports population growth and protects the natural environment."

Conflict of Interest

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

Risk Assessment

19. Delay in adopting Amendment C408ggee will impact on the timeline for the subdivision development.

20. A delay to adoption may also impact on the approval timeline of the Minister for Planning in the lead up to the caretaker period before the November state election.

Environmental Sustainability

21. The planning permit includes conditions to conserve and manage the local environment including off-sets for the small amount of native vegetation being lost in the development.

Attachments

1. Background and Discussion [**2.13.1** - 7 pages]
2. Amendment for Adoption [**2.13.2** - 2 pages]
3. Planning Permit for Adoption (PP-1247-2019) [**2.13.3** - 17 pages]

Attachment 1 - Background and Discussion – Amendment C408ggee

Background to the Amendment

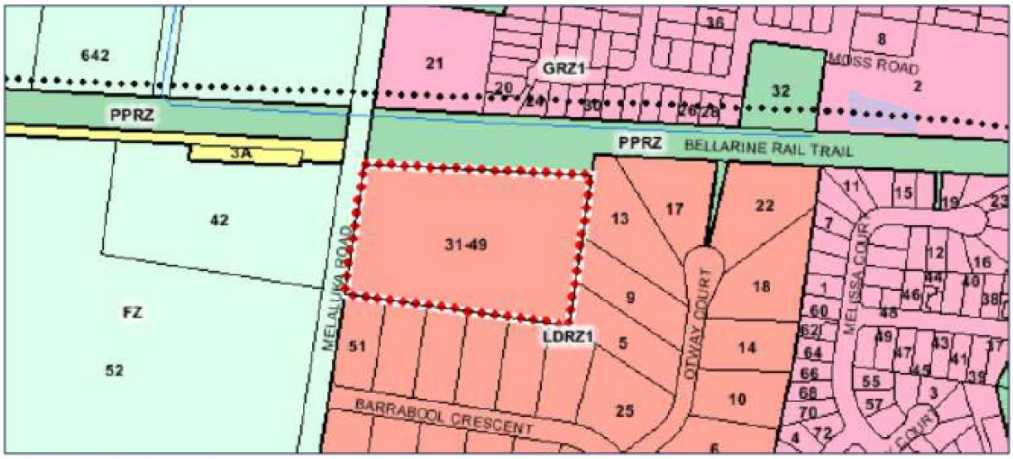
1. Amendment C408ggee and permit application 1247/2019 is a combined planning permit application and planning scheme amendment under section 96A of the *Planning and Environment Act 1987.*

2. The land subject to the amendment and the planning permit is 31-49 Melaluka Road, Leopold.

3. The amendment proposes to rezone the land at 31-49 Melaluka Road, Leopold to facilitate the subdivision and development of the area in accordance with the Council adopted Leopold Structure Plan September 2011 (amended January 2013).

4. Specifically, the amendment will rezone the land from Low Density Residential Zone (LDRZ) to the General Residential Zone Schedule 1 (GRZ1).

5. The maps below show the existing zoning of the subject land and an aerial photo.



Existing Zoning – LDRZ1

Aerial photo of subject land

6. The planning permit application proposes to allow, subject to conditions:

   a) Approval for the multi-lot staged residential subdivision of 31-49 Melaluka Road, Leopold; and

   b) Removal of native vegetation.

7. The combined proposal seeks to facilitate the residential subdivision of land on the north western edge of Leopold. The land is within the settlement boundary shown on the Leopold Structure Plan map and in clause 21.14 of the planning policy framework in the planning scheme.

8. A Section 173 Agreement relating to development contributions for community infrastructure has been prepared and is ready to be entered into between the owner of the land and Council. The landowner has agreed to a contribution of $40,000 per net developable hectare to be used by Council for the purpose of providing community facilities within Leopold.

Discussion

9. Amendment C408ggee was exhibited between 16 September and 18 October, 2021. As a result of this public exhibition of the proposal, 13 submissions were received including 9 opposing, with the balance supporting and/or making comments about the amendment and draft planning permit.

10. The main issues the Panel identified in the submissions were:

    - Planning context (policy, strategic framework, statutory considerations);
    - Infrastructure (subdivision layout, public open space, drainage and stormwater, traffic, and access);
    - Environment (vegetation, contamination); and
    - Resolution of the amendment and planning permit application.

11. The Council delegates report dated 17 November, 2021 both summarised all the submissions and provided a detailed City response to the issues raised.

12. All submissions were considered pursuant to Sections 22 (1) & (2) of the *Planning and Environment Act 1987* and referred to an independent Panel appointed by the Minister for Planning.

13. The Panel has now presented its report to Council and recommended that Amendment C391ggee be adopted subject to some changes. The Executive Summary of the Panel Report is included later in this **Attachment 1**.

14. A complete copy of the Panel's report is available on the Geelong Australia website www.geelongaustralia.com.au/amendments under the C408ggee webpage.

Key Panel Findings and City Responses

15. The Panel report provided discussion and a series of findings and recommendations about all the issues associated with the amendment. A summary and response to the key matters is provided below.

16. Overall, the Panel considers that the amendment's intent is consistent with the policies of the planning scheme.

Issue - Planning Context for the Amendment

17. The Panel noted the strategic support for this amendment in relation to the following state policy objectives:

    - Clause 11 (Settlement), and
    - Clause 19 (Infrastructure).

18. The Panel also identified the amendment as being consistent with Clause 21 (Municipal Strategic Statement) and that it supports the MSS by:

    - Clause 21.05-2 (Waterways) – protecting waterways by the appropriate management of stormwater runoff from developments;
    - Clause 21.05-7 (Flooding) – protecting floodplains and minimising the risk of flood damage;
    - Clause 21.06-3 (Urban Consolidation) – consolidating existing urban areas in a managed way, encouraging an appropriate range of development densities and improving accessibility to urban services;
    - Clause 21.06-4 (Neighbourhood Character) – ensuring new development positively responds to the established urban character of the area;
    - Clause 21.08-5 (Accessibility) – recognising the need to have safe access to infrastructure for all members of the community and provide shared spaces and passive surveillance of all recreational areas; and
    - Clause 21.14 (Bellarine Peninsula) – rezoning land for residential growth consistent with the Leopold Structure Plan map included in that clause.

19. In addition, the Panel identified the following other planning policies and strategies, planning scheme provisions, Ministerial Directions and Practice Notes as relevant:

    - G21 Regional Growth Plan;
    - Leopold Structure Plan;
    - Draft Bellarine Statement of Planning Policy (2019);
    - Proposed zoning;
    - Native Vegetation provisions;
    - Clause 56 (Residential subdivision);
    - Ministerial Direction 1;
    - Ministerial Direction 19; and
    - Planning Practice Note 30.

20. Panel Conclusion: The Panel concluded that the amendment is supported by, and implements, the relevant sections of the Planning Policy Framework, and is consistent with the relevant Ministerial Directions and Practice Notes. The amendment is strategically justified, and the amendment should proceed subject to addressing the more specific issues raised in submissions as discussed elsewhere in the Panel Report.

21. City Response: The City concurs with the view of the Panel which supports the preparation of this combined amendment and planning permit.

Drainage

22. Issue: Whether the stormwater drainage can be appropriately managed via a Storm Water Management Plan.

23. The panel was satisfied that the Flood Impact Assessment (FIA) and Site Stormwater Management Plan (SSMP) can deliver the appropriate outcomes once the detailed functional design has been compiled to the satisfaction of Council.

24. The Panel was similarly satisfied that the proposed development should produce no adverse flood impacts upon the neighbours to the east and south of the site, when the required Water Sensitive Urban Design (WSUD) principles are included in the final detailed design.

25. Panel Conclusions:

    - An updated Storm Water Management Plan needs to be prepared that integrates all relevant considerations identified in the draft planning permit;
    - Condition 4 should require an updated Storm Water Management Plan at the detailed design stage;
    - Condition 5 should require that the WSUD outputs be monitored independently at the developer's cost, and reported annually to the Responsible Authority for two years following the completion of stage 2 of the development; and
    - Condition 24 should require that the design and construction of stormwater drainage connections and any new Council infrastructure must accord with the final SWMP and be approved and supervised by the Responsible Authority.

26. Panel Recommendations:

    - Amend Condition 4 to also require an updated Storm Water Management Plan at the detailed design stage;
    - Amend Condition 5 to include a requirement for the WSUD outputs to be monitored independently at the developer's cost, and reported annually to the Responsible Authority for 2 years following the issue of a Statement of Compliance for stage 2 of the development; and
    - Amend Condition 24 to require that the design and construction of stormwater drainage connections and any new Council infrastructure must accord with an endorsed Storm Water Management Plan and be approved and supervised by the Responsible Authority.

27. City Response: The City concurs with the conclusions and recommendations of the Panel with regards to drainage and stormwater management.

Site Interface

28. Issue: Whether the proposal addresses the relevant policies at the site boundary interfaces.

29. Panel Conclusions:

    - A consistent fence height and form along the eastern and southern property boundaries would be an optimal urban design outcome at these two interfaces; and
    - The Landscape Plan should consider the most appropriate boundary fence style to achieve an appropriate public realm interface at lots 1 to 5, 19 and 36.

30. Panel Recommendations:

- Amend Condition 7 to include a requirement to detail appropriate boundary treatments and fencing at the public realm interface, particularly in relation to lots 1 to 5, 19 and 36 on the Revision E plan.

31. City Response: The City concurs with the conclusions and recommendations of the Panel with regards to the recommended interface changes.

Pedestrian and Bicycle Connectivity

32. Issue: Whether the proposal accords with the Leopold Structure Plan with respect to pedestrian and bicycle linkages.

33. Panel Conclusions:

- The requirement for a 33 metre footpath extension north of the property boundary be deleted from Condition 3 and replaced with a requirement for a pedestrian connection between the property and the footpath on the west side of Melaluka Road; and

- The requirement for the proponent to provide a footpath along the Melaluka Road frontage of the subject land should remain, and this should connect with the subdivision's internal footpath layout.

34. Panel Recommendations:

- Amend Conditions 3 and 4 to delete the requirement for a 33 metre footpath extension to the north; and

- The functional layout plan for the subdivision should incorporate additional pedestrian linkages to enable access to Melaluka Road (via access to the existing footpath on the west side of the road).

35. City Response:

- The City considers connectivity of the footpath created through development in the frontage of the site should extend to existing connections across the already developed adjacent properties;

- The conditions requiring the 33 metre footpath extension to the north has been deleted form the permit in **Attachment 3**. This is partly due to consideration for the proponent's opposition to the 33 metre connection on the grounds of extensive and costly civil works to accommodate the Council's drainage assets and the Panel's recommendation; and

- Connection to the shared path can be accomplished via the existing pram crossing outstand situated at the Child Care centre to the south of the site. This is practically the safest location and provides some community benefit. A pram crossing outstand is not recommended at the new intersection into the development due to design consideration for vehicle right hand turning movements and vehicles passing. This is not a traffic light controlled intersection.

Public Open Space Contribution

36. Issues:

- Whether the public open space contribution is appropriate; and

- Whether the proposed drainage reserves can be counted towards the open space contribution.

37. Panel Conclusions:

- A 5 percent public open space contribution is applicable given the timing of the original rezoning of the land for low density residential purposes; and
- The drainage reserves cannot be used as part of the 5 percent contribution as they are considered encumbered land, not useable from a public open space perspective.

38. Panel Recommendations:

- Amend Condition 23 to require a 5 percent public open space contribution based on the net developable area (excluding the drainage reserves).

39. City Response:

- The permit has been amended to require a 5 percent rather than 10 percent open space contribution.

Planning Permit.

40. Council provided a draft planning permit as part of its submissions. Council did not provide a detailed explanation of each permit condition or a response to agency comments in its written submission. However, in a 'without prejudice' drafting discussion, Council elaborated further on its intended permit conditions and the purpose of the conditions. The proponent opposed several conditions and proposed alternative drafting in its submission.

41. The Panel directed Council to provide an updated version of the draft permit conditions after the hearing, to capture the essence of discussions in the without prejudice drafting session.

42. The Panel raised concerns regarding the updated version of the draft permit conditions provided by Council with respect to drafting, and completeness omissions. In addition, the sequencing and grouping of the draft permit conditions was described as confusing by the Panel.

43. The Panel stated that it considered:

- The draft planning permit, while covering most of the substantive matters necessary, needs a comprehensive re-write. Council needs to revisit the structure and drafting of conditions to ensure that the obligations are logically ordered, clear and enforceable;
- The permit preamble needs to reflect the fact that the application relates to a staged subdivision;
- Each condition needs to be revisited to ensure the sequencing of requirements reflects any staging consideration; and
- The sequencing of the permit conditions needs to be revisited to ensure that the conditions are drafted in a logical manner. For example, any requirement to submit plans should appear at the start of the permit and the interaction between permit conditions needs to be considered.

44. In addition to the substantive matters addressed by the Panel in this report, the Panel stated that the permit should:

- Refer to the Revision E plan; and
- Explain a clear pathway for the preparation of a Functional Layout Plan that integrates all relevant considerations.

45. Panel Conclusions:

- The draft planning permit, while covering most of the substantive matters necessary, needs a comprehensive re-write. Council needs to revisit the structure and drafting of conditions to ensure that the obligations are logically ordered, clear, and enforceable; and
- The additional substantive matters that need to be included in the permit are a reference to the endorsed plans generally being in accordance with the Revision E plan, and a clear pathway for the preparation of a Functional Layout Plan that incorporates all respective Panel Recommendations.

46. Panel Recommendations:

- Redraft the permit to:
  a) Ensure the preamble reflects the proposal;
  b) Restructure the sequence and drafting of conditions to ensure the obligations are logical, clear, and enforceable; and
  c) Incorporate the specific recommendations of the Panel.

47. City Response:

- A revised planning permit recommended for adoption by Council is in **Attachment 3**. The permit has been edited and restructured to make the obligations clearer and more logical as recommended by the Panel. Conditions have been changed generally as recommended in the track changes version at pages 35 – 49 of the Panel Report and as discussed in the Panel recommendations.

Attachment 2 - Amendment for Adoption

Planning and Environment Act 1987

GREATER GEELONG PLANNING SCHEME

AMENDMENT C408ggee

INSTRUCTION SHEET

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

The Greater Geelong Planning Scheme is amended as follows:

Planning Scheme Maps

The Planning Scheme Maps are amended by a total of 1 attached map sheet.

Zoning Maps

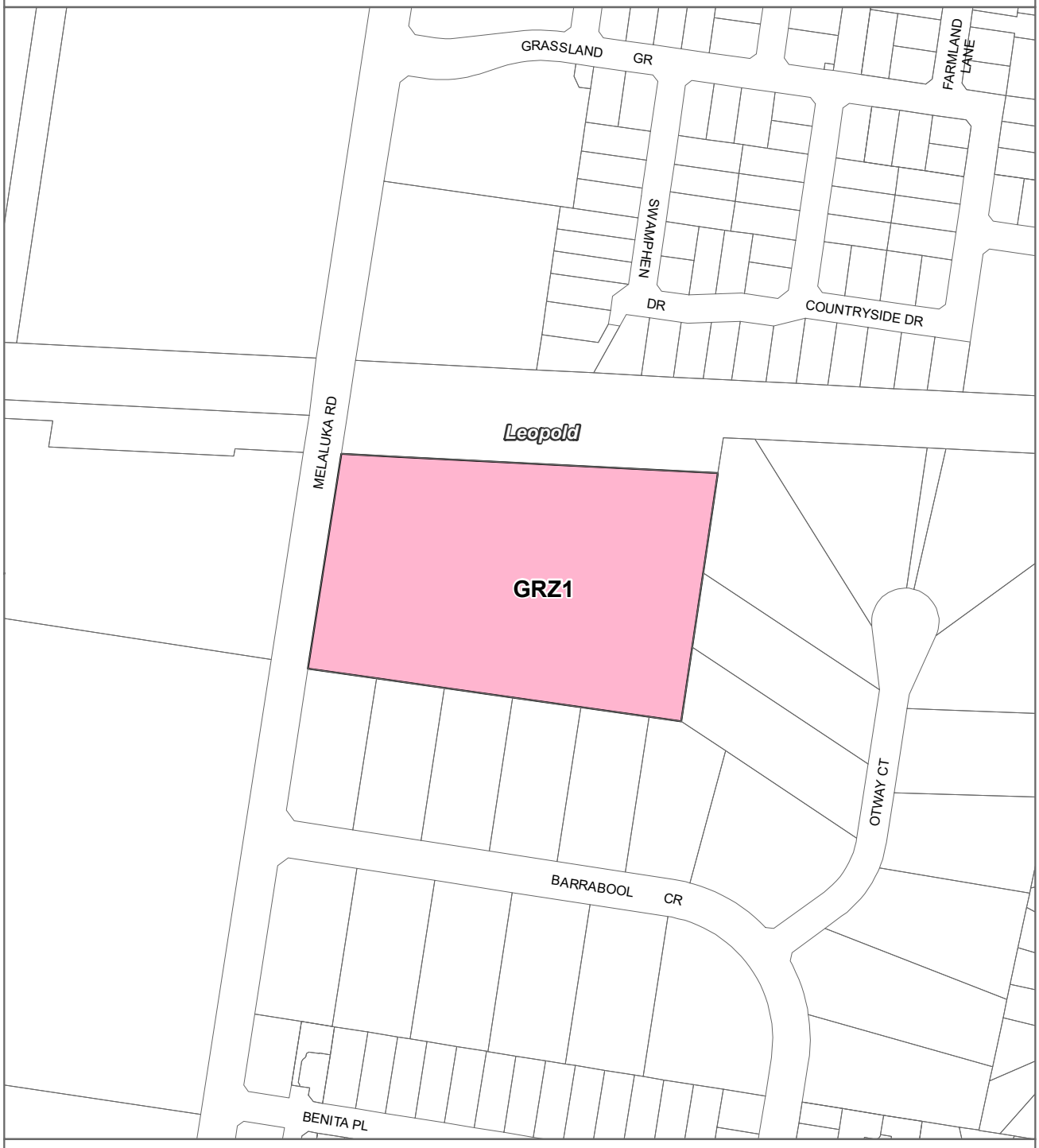
1. Amend Planning Scheme Map No 57 in the manner shown on the one attached map marked “Greater Geelong Planning Scheme, Amendment C408ggee”.

End of document

Record Number: D21-352819

GREATER GEELONG PLANNING SCHEME - LOCAL PROVISION

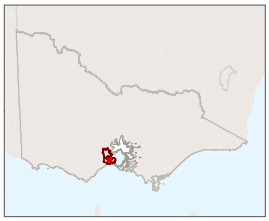
AMENDMENT C408ggee



LEGEND

GRZ - General Residential Zone

Local Government Area



Part of Planning Scheme Map 57

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Planning Group
Print Date: 3/12/2019
Amendment Version: 1

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Planning and Environme

Attachment 3 – Planning Permit for Adoption

PLANNING PERMIT

GRANTED UNDER SECTION 96I OF THE PLANNING AND ENVIRONMENT ACT 1987

Permit No.: PP-1247-2019

Planning scheme: Greater Geelong

Responsible authority: City of Greater Geelong

ADDRESS OF THE LAND: 31-49 MELALUKA ROAD LEOPOLD

THE PERMIT ALLOWS: Staged Multi-lot subdivision and the removal of native vegetation

THE FOLLOWING CONDITIONS APPLY TO THIS PERMIT:

Endorsed Plans

1. The layout and site dimensions of the proposed subdivision as shown on the endorsed plan(s) shall not be altered or modified without the written consent of the Responsible Authority. There are no requirements to alter or modify the endorsed plan if a plan is certified under the provisions of the Subdivision Act 1988 that is generally in accordance with the endorsed plans.

Prior to Works Commencing

2. Unless otherwise approved in writing by the Responsible Authority, prior to the commencement of works for each relevant stage of the Plan of Subdivision, a carriageway easement must be provided over any private property that is required to facilitate a vehicle turnaround area for waste services/fire services and to create the Temporary Hammerhead Turnaround at the dead end of a street or streets. The use of private property driveways to create a hammerhead is acceptable and must be approved by the Responsible Authority unless other options are agreed to and approved by the Responsible Authority. The Temporary Hammerhead Turnarounds of each stage must be maintained by the applicant until the connecting road network is completed and the kerbside collection trucks can undertake all collections in a forward motion. The easement must be created and registered with Land Victoria, or there must be an agreement in writing to the satisfaction of the Responsible Authority.

Road Names and Signs

3. Prior to the development of the Road Naming Plan and lodgement of the Functional Layout Plan for Stage 1, the permit holder must provide a list of all proposed road names within the subdivision for approval by Council's Properties and Valuations unit. The permit holder must provide and place all relevant street signs and are consistent

Date issued:	**Date permit comes into operation:** (or if no date is specified, the permit comes into operation on the same day as the amendment to which the permit applies comes into operation)	**Signature for the responsible authority:**

with the road names shown on all approved plans, to the satisfaction of the Responsible Authority.

Local Area Traffic Management Plan

4. Unless otherwise approved in writing by the Responsible Authority, prior to the lodgement of the Stage 1 Functional Layout Plans:

   a. A Local Area Traffic Management (LATM) Plan must be developed with Council's Traffic Development Engineer and submitted to and Endorsed by the Responsible Authority. The LATM treatments may include, but not limited to: traffic management devices, modified intersection priorities, indented car parking, signage, linemarking, and vehicle crossing locations. All treatments shown on the LATM Plan on subsequent construction plans for each stage must be consistent with the Endorsed LATM Plan.

   b. When the LATM plan has been finalised, a Road Naming Plan must be developed with Council's Traffic Development Engineer and submitted to and Endorsed by the Responsible Authority. The Road Naming Plan must respect the LATM plan and the *Naming Rules for Places in Victoria* document. Pre-approved road names and descriptors shall be applied to a color-coded length of road on the Road Naming Plan. All road naming on subsequent plans of subdivision for each stage must be consistent with the Endorsed Road Naming Plan.

all to the satisfaction of the Responsible Authority.

Functional Layout Plan

5. Unless otherwise approved by the Responsible Authority. The plan is to be in accordance with the design requirements of the City of Greater Geelong and in the Infrastructure Design Manual. The Functional Layout Plan must be submitted with the Design Engineers Checklist - Request for Functional Layout approval. Plans should detail the construction of Melaluka Road adjacent to the subject land. Road reserve assets including east-side road shoulder, footpath, drainage infrastructure, kerb and channel, are to match with existing Melaluka Road assets to the south of the subject land. The Functional Layout Plan must include locations of the footpath on Melaluka Road frontage, street trees, substations reserves, property/National Broadband Network (NBN) services pits, all Local Area Traffic Management (LATM) items along with maintenance vehicle access points, maintenance vehicle access tracks, tree protection measures, all other footpaths, and utility installations on or adjacent to public reserves.

   When approved, the Functional Layout Plan will be endorsed and will then form part of the permit. The Functional Layout Plan must be submitted with the completed Design Engineers Checklist – Request for functional layout approval; showing all items defined in the checklist.

Date issued:	**Date permit comes into operation:** **(or if no date is specified, the permit comes into operation on the same day as the amendment to which the permit applies comes into operation)**	**Signature for the responsible authority:**

Road and Drainage Construction Plans

6. Unless otherwise approved in writing by the Responsible Authority, Prior to the commencement of works the developer shall submit to Council for approval engineering construction plans for new Council assets, prepared by a suitably qualified and experienced professional and at the developers expense. The plans should detail the construction of Melaluka Road adjacent to the subject land Road reserve assets including east-side road shoulder (with exception of section traversing rail trail), footpath, drainage infrastructure, kerb and channel to match Melaluka Road to the north of the Bellarine Rail trail. The submitted plans must also show, but are not limited to:
    a) Typical sections for the road reserve, finished and existing surface levels, any required drainage construction and any other works required in respect to other services located within the roadway;
    b) Pit and pipe long-sections, 1.5m footpath, existing assets;
    c) The design and construction of the roadworks and any other new Council infrastructure which must be approved and supervised by Council.
    d) Safe footpath linkage to the pram crossing point south of the site.
    e) A Road Safety Audit must be completed with the design.

    The plans are to be in accordance with the design standards of the City of Greater Geelong and the Infrastructure Design Manual, with no adverse external impacts, to achieve an acceptable standard of aesthetics (including landscaping) which can be maintained in perpetuity to the satisfaction of the Responsible Authority.

Water Sensitive Urban Design (WSUD) Landscape Plans

7. Unless otherwise approved in writing by the Responsible Authority, prior to the commencement of works for each relevant stage of the subdivision, plans which outline the WSUD landscaping elements must be submitted to and approved by the Responsible Authority. The plans must include, but are not limited to:

    a) Construction details of all water sensitive urban design elements including materials and plantings required for effective stormwater pollutant removal in accordance with the drainage design criteria specified in the conditions of this permit;

    b) Planting and establishment schedule for all water sensitive urban design planting, including species and densities in accordance with the drainage design criteria specified in this permit;

    c) Q10 and Q100 levels, and associated flow rates;

    d) Details of existing and finished surface levels; and;

    e) Construction and establishment methodology and associated staging of the WSUD works specific to the site, in accordance with relevant industry standards to the satisfaction of the Responsible Authority. (reference is made to Water By

Design – Construction and Establishment Guidelines: Swales, Bioretention Systems and Wetlands, April 2010).

all to the satisfaction of the Responsible Authority.

Construction Environmental Management Plan (CEMP)

8. Unless otherwise approved in writing by the Responsible Authority, at least 14 days prior to the commencement of works for each relevant stage of the subdivision, an Construction Environmental Management Plan (CEMP) shall be submitted to and Endorsed by the Responsible Authority. When Endorsed, all conditions on the CEMP will form part of the permit. The plan must address, but not be limited to, the following:

   a) Measures that are consistent with the following Environmental Protection Authority publications: 'Environmental Management Guidelines for Major Construction Sites', 'Construction Techniques for Sediment and Pollution Control' and '1834: Civil construction, building and demolition guide' or later approved;

   b) Hours of works, demolition or construction;

   c) Methods to contain dirt and mud within the site, and the method and frequency of clean up procedures;

   d) On site facilities for vehicle washing;

   e) Methods used with regards to Dust suppression which may include but not limited to the following:

      i. Water truck to be retained on site at all times;
      ii. Soil stockpiles to be retained on site must be seeded or provide a treatment to provide a crusted surface;
      iii. Cease all works on site during high wind incidences;
      iv. Vehicle/truck movements to be limited to a reduced speed to prevent dust emissions;
      v. Dust suppression measures including fencing in locations to existing dwelling;

   f) The protection measures for site features to be retained (e.g. vegetation, retaining walls, buildings, other structures and pathways, etc.);

   g) Delivery and unloading points and expected frequency;

   h) A liaison personnel for contact by residents and the Responsible Authority in the event of relevant queries or problems experienced;

   i) The movement of construction vehicles to and from the site must be regulated to ensure that no traffic hazards are created in and around the site;

   j) Parking facilities for construction workers;

   k) Measures to minimise the impact of construction vehicles arriving at / departing from the land;

Date issued:	**Date permit comes into operation:** **(or if no date is specified, the permit comes into operation on the same day as the amendment to which the permit applies comes into operation)**	**Signature for the responsible authority:**

l) Haul routes used for fill carting must be shown on a separate plan within the ECMP and need to consider the scale of development and works, the construction access and any on-site haul road location, and the surrounding road network. Haul routes must avoid local roads in the vicinity of the site as far as practical, and link to the arterial road network via an approved route.

m) An outline of requests to occupy public footpaths or roads, and anticipated disruptions to local services;

n) Maps providing the location of the works zones including;

   i. Site office and facilities;

   ii. Stockpiles, Equipment and material management

   iii. No Go zones;

   iv. Location of bunded and lined Hydrocarbon filling area designated and spill kit available

   v. Location of bunded and lined Concrete washout area

o) Fencing of and establishing No Go Zones as required by Environmental or Cultural heritage management plans which are clearly designated on-site;

p) The processes to be adopted for the separation, re-use and recycling of demolition materials;

q) The measures for prevention of the unintended movement of building waste and hazardous materials and other pollutants on or off the site, whether by air, water or other means;

r) Handling, tracking and testing of all imported fill;

s) Measures to be taken to ensure that no polluted water and/or sediment laden runoff is to be discharged directly or indirectly into stormwater drains or watercourses during the construction period; and;

t) Methodology detailing how service vehicles (ie; Council Garbage Trucks) will be catered for during all stages of construction, including the removal of temporary turn around areas; and;

u) Any other condition as required by the Responsible Authority that addresses any other issues i.e. location of earth mound / soil stockpiles, rumble grids, construction of and materials used for all whether access roads up to 30 meters on entry and exit to the site entry.

Once the Construction Environmental Management Plan (CEMP) has been Endorsed by the Responsible Authority under this permit it must be implemented and complied with at all times to the satisfaction of the Responsible Authority, unless with the further written approval of the Responsible Authority.

Date issued:	**Date permit comes into operation:** **(or if no date is specified, the permit comes into operation on the same day as the amendment to which the permit applies comes into operation)**	**Signature for the responsible authority:**

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9. Prior to the works commencing, a landscape plan prepared by a suitably qualified or experienced, person to the satisfaction of the Responsible Authority, must be submitted to and approved before the statement of compliance is issued. The plan(s) must be drawn to scale and show:
   a) A survey (including botanical names) of all existing vegetation to be retained and/ or removed;
   b) Details of surface finishes of pathways and driveways;
   c) A planting schedule of all proposed trees, shrubs and ground covers including botanical names, common names, pot sizes, sizes at maturity, and quantities of each plant;
   d) Landscaping and planting within all open areas of the site;
   e) The use of indigenous plants of the Geelong Region
   f) A one-metre-wide landscaping strip along lot boundaries adjoining public reserves

   When approved, the plan will be endorsed and form part of the permit, all to the satisfaction of the Responsible Authority.

10. Prior to certification of each relevant stage of the Plan of Subdivision, drainage and carriageway easements in favour of the City of Greater Geelong must be shown on the Plan on Subdivision to the satisfaction of the Responsible Authority.

Prior to Statement of Compliance

Flood Mapping

11. Unless otherwise approved in writing by the Responsible Authority, at the completion of earthworks for each relevant stage of Plan of subdivision, a declaration that the Stage is no longer subject to flooding and flood maps will need to be submitted to Council detailing the extent of flood affected land both prior to and after the subdivision of land in order to allow Council to revoke the flood prone status of the land. The submission of flood mapping documentation should be submitted to Council's Engineering Department.

12. Prior to the issuing of a Statement of Compliance for Stage 1, the linear wetland system works identified in the Storm Water Management Plan within the subject site, must be constructed and operational.

13. Unless otherwise approved in writing by the Responsible Authority, 3 months prior to the issuing of Statement of Compliance for each relevant stage of the subdivision, flood maps will need to be submitted to Council detailing the extent of flood affected land both prior to and after the subdivision of land in order to allow Council to revoke the flood prone status of the land.

14. Prior to the issuing of a Statement of Compliance for Stage 1, the wetland and detention system works identified in the SWMS within the subject site must be constructed and operational.

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15. Prior to the issuing of a Statement of Compliance for each relevant stage of the subdivision, all disturbed surfaces on the land authorised by this permit except those areas set aside for roadways and footpaths shall be dressed with topsoil and, where appropriate, re-vegetated and stabilised to the satisfaction of the Responsible Authority to prevent any erosion or siltation either on or adjacent to the land.

16. Prior to the issuing of a Statement of Compliance for Stage 1, Melaluka Road including; kerb and channel, footpath and drainage must be constructed as per approved plans, to the satisfaction of the Responsible Authority.

17. Prior to the issuing of a Statement of Compliance for each relevant stage of the subdivision, roadworks and drainage including any basins, slope stabilization works and any retaining structures must be constructed in accordance with the approved plans and specifications to the satisfaction of the Responsible Authority.

18. Unless otherwise approved in writing by the Responsible Authority, prior to the issue of a Statement of Compliance for each stage of the subdivision, a fee of 3.25% of the cost of the works must be paid to the Responsible Authority for the checking and supervision of these works.

19. Unless otherwise approved in writing by the Responsible Authority, prior to the issue of a Statement of Compliance for each stage of the subdivision, a maintenance bond of 5% of the cost of the works must be paid to Council and will be returned after successful completion of a one (1) year maintenance period, all to the satisfaction of the Responsible Authority.

20. Prior to the issuing of a Statement of Compliance for each relevant stage of the subdivision, street lighting is to be provided within and abutting the subdivision to the satisfaction of the Responsible Authority and at the full cost of the subdivider.

21. Prior to the issuing of a Statement of Compliance for each relevant stage of the subdivision, any vehicular crossovers which are redundant as a result of this subdivision shall be removed, and the kerb and channel, footpath and nature strip shall be reinstated as required, at the expense of the developer and to the satisfaction of the Responsible Authority.

22. Prior to the issuing of a Statement of Compliance for each relevant stage of the subdivision, the subdivider shall erect a standard fence on the boundaries of all Council Reserves abutting allotments and where otherwise determined, to the satisfaction of the Responsible Authority and at no cost to Council.

23. Prior to the issuing of a Statement of Compliance for each relevant stage of the subdivision, repair and reinstatement necessitated by any damage to Council assets caused by or as a result of the subdivision construction is required to be carried out at the developer's expense to the satisfaction of the Responsible Authority.

Date issued:	**Date permit comes into operation:** **(or if no date is specified, the permit comes into operation on the same day as the amendment to which the permit applies comes into operation)**	**Signature for the responsible authority:**

Telecommunications

24. The owner of the land must enter into agreements with:
    a) a telecommunications network or service provider for the provision of telecommunication services to each lot shown on the endorsed plan in accordance with the provider's requirements and relevant legislation at the time; and,
    b) a suitably qualified person for the provision of fibre ready telecommunication facilities to each lot shown on the endorsed plan in accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where the National Broadband Network (NBN) will not be provided by optical fibre.

25. Before the issue of a Statement of Compliance for any stage of the subdivision under the Subdivision Act 1988, the owner of the land must provide written confirmation from:
    a) a telecommunications network or service provider that all lots are connected to or are ready for connection to telecommunications services in accordance with the provider's requirements and relevant legislation at the item; and,
    b) a suitably qualified person that fibre ready telecommunications facilities have been provided in accordance with any industry specifications or any standards set by the Australian Communications and Media Authority, unless the applicant can demonstrate that the land is in an area where the National Broadband Network will not be provided by optical fibre.

Public Open Space Contribution

26. The owner of the subject land must pay to the Council a sum equivalent to five percent of the site value of the net developable land in the subdivision as a Public Open Space contribution pursuant to Section 18 of the Subdivision Act 1988 in land and cash payment. The land contribution cannot include land identified as encumbered land. The contribution will be payable prior to the issue of a Statement of Compliance. .

Engineering Works

27. The design and construction of stormwater drainage connections and any new Council infrastructure must be approved and supervised by the Responsible Authority.

Corner Splay

28. The Plan of Subdivision submitted for certification for each relevant stage of the subdivision must include a splay for road purposes at all internal and external intersections in accordance with the Infrastructure Design Manual and to the satisfaction of the Responsible Authority.

29. Site runoff must be limited to equivalent pre-developed levels for rainfall events up to and including the critical 1% Annual Exceedance Probability event in accordance with the Drainage and Water Sensitive Urban Design Strategy. The stormwater drainage

system on the site must be designed such that stormwater runoff exiting the land meets the current best practice performance objectives for stormwater quality as follows:

a) 80% retention of the typical annual load of suspended solids;

b) 45% retention of the typical annual load of total phosphorous;

c) 45% retention of the typical annual load of total nitrogen; and;

d) 70% retention of the typical annual load of gross pollutants.

30. The minimum surface gradient on all lots to allow for appropriate drainage must be 1:150 (0.67 per cent);

31. The absolute minimum finished surface level (excluding access ways and paths) on all lots must be not less than 300 millimetres above the 1% AEP flood level.

32. The absolute minimum finished surface level of road pavement, kerb invert levels and paths within the development must be in accordance with relevant industry standards to the satisfaction of the Responsible Authority. (reference is made to Australian Rainfall and Runoff safety design criteria).

Water Sensitive Urban Design (WSUD) Landscape Works

33. Unless otherwise approved by the Responsible Authority, the Water Sensitive Urban Design works shown on the approved landscape plan must be carried out and completed to the satisfaction of the Responsible Authority.

34. Practical Completion for the WSUD works can only be awarded when the ultimate landscape design is complete and subject to:
    a) Civil works within the treatment device being issued Practical Completion; and

    b) Landscape works within the treatment device being completed; and

    c) The final stage of the development draining to that treatment device is issued Statement of Compliance; and;

    d) A relevant maintenance bond being in place for the planting works.

35. A Practical Completion inspection will be required and must be arranged by the permit holder with a two week notice period provided prior to onsite inspections. Any incomplete landscape works bond for WSUD will be returned on award of Practical Completion.

Water Sensitive Urban Design (WSUD) Maintenance

36. Unless otherwise approved by the Responsible Authority, Water Sensitive Urban Design works must be maintained in accordance with Council's Landscape Standards Manual (June 2013), or any replacement landscape standard guidelines or manual

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which may be adopted by the Council, to the satisfaction of the Responsible Authority until:

a) The end of a period of no less than two (2) years from the date of Practical Completion of the landscaping unless otherwise agreed in writing by the Responsible Authority; or;

b) Statement of Compliance is issued for the final stage of the development draining to that treatment device; whichever is the latter.

37. A Handover inspection is required and must be organised by the permit holder with a two-week notice period provided prior to onsite inspections. No handovers will be accepted during summer months from 1 December to 29 February inclusive. Any landscape maintenance bond for WSUD will be returned on award of Handover.

Water Sensitive Urban Design Monitoring

38. Unless otherwise approved by the Responsible Authority, Water quality outputs from the wetlands must be monitored by an independent environmental professional at the developers expense, to assesses compliance to Best Practice as per the Storm Water Management Plan and reported to Council annually until 2 years following Statement of Compliance of Stage 2 of the development, to the satisfaction of the Responsible Authority.

Filling / Bulk Earthworks

39. Excavated material, including topsoil, must not be carted off the site unless with the written approval of the Responsible Authority.

40. All areas to be filled shall be stripped of vegetation and any topsoil shall be removed and stockpiled for reuse over the filled areas. Only approved filling material shall be placed on the site. The filling shall be placed in maximum 150 mm layers, or as approved otherwise by the Responsible Authority, and compacted to the applicable level for filling on allotments and within future roadways in accordance with AS3798, to the satisfaction of the Responsible Authority.

41. At the completion of the earthworks, all disturbed areas shall be hydromulched with an approved seed and fertilizer mixture to the satisfaction of the Responsible Authority to suppress dust, and minimise erosion, unless approved otherwise by the Responsible Authority.

42. All works must be in accordance with the recommendations of any relevant geotechnical reports and previous advice for the site.

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Construction of Roadworks / Drainage

43. The underground site stormwater drainage system shall be constructed within easements and/or road reserves to cater for all lots, roads, streets and courts created by the subdivision and the surrounding developed and undeveloped area all to the satisfaction of the Responsible Authority.
    a) Install the new drains in accordance with the approved plans:
    b) Provide to Council 'as-built' Engineering plans in PDF, and GIS-ready AutoCAD (DXF) format plans, to the satisfaction of the Responsible Authority;
    c) Submit a CCTV inspection report for all new Council underground drainage pipes and pits.

44. All temporary road connections to existing roads must be maintained by the developer until the ultimate alignment is constructed, to the satisfaction of the Responsible Authority.

Council Reserves

42. The subdivider shall construct a reinforced concrete footpath, loam and sow down, landscape, etc. to the satisfaction of the Responsible Authority.

43. Suitable vehicle barrier fencing shall be provided abutting all Council Reserves to the satisfaction of the Responsible Authority. Crossings with lockable swing gates shall be provided to allow access for Emergency and Council maintenance vehicles. The location of these crossings shall be determined by the Responsible Authority.

Interim Works

44. The engineering construction plans must show with each stage the extent of any proposed interim measures associated with road, drainage or other infrastructure and must detail construction to a standard that achieves a functional design with no adverse external impacts and achieves an acceptable standard of aesthetics including landscaping and is maintainable in perpetuity to the satisfaction of the Responsible Authority. The Responsible Authority may approve modifications to the execution of this requirement upon receipt of an application in writing that successive stages are to immediately follow on with construction and a guarantee that should this not occur within a prescribed time.

Barwon Water Conditions

General

45. The owner shall create easements for Pipelines or Ancillary Purposes and or reserves in favour of Barwon Region Water Corporation on the plan of subdivision in accordance with Barwon Water's Land Development Manual, without cost to Barwon Water, over existing and proposed water and sewerage infrastructure within the land. If further easements or reserves are required following design of water and sewerage

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infrastructure these must be added to the plan of subdivision prior to seeking Barwon Water's consent to the issue of a statement of compliance for the subdivision.

46. The plan of subdivision must be referred to Barwon Water in accordance with the Subdivision Act 1988 and any subsequent amendments to the plan provided to Barwon Water.

Potable Water

47. The provision and installation of individual water services to all lots in the subdivision. Note, that tappings and services are not to be located under existing or proposed driveways.

48. The payment of New Customer Contributions for water for each additional connection which includes any new lot on a plan of subdivision and/ or any apartment, unit, or premises within the development that is or can be separately metered for water supply.

49. Reticulated water mains are required to service the proposed development. This work must be designed by a Barwon Water accredited Consulting Engineer and constructed by a Barwon Water accredited Contractor following the "Developer Works" process.

50. Barwon Water's records indicate that an existing drinking water service and meter is located on this property. A dimensioned plan showing the location of existing meters, and the location of the meter relative to the existing boundaries, and its number, is to be submitted. Private water service pipes are not permitted to cross allotment boundaries and must be plugged and abandoned at the boundaries of such allotments.

Sewer

51. The provision of sewerage services to all lots in the subdivision. Individual allotment house connection drains are to be provided for and extend into each allotment.

52. The payment of New Customer Contributions for sewer for each additional connection which includes any new lot on a plan of subdivision and/ or any apartment, unit, or premises within the development that is or can be separately metered (for water supply).

53. Reticulated sewer mains are required to service the proposed development. This work must be designed by a Barwon Water accredited Consulting Engineer and constructed by a Barwon Water accredited Contractor following the "Developer Works" process.

54. Barwon Water's records indicate that a sewerage service connection is located on this property.

55. Any existing sewer house connection point that is to be utilised for additional connections or altered to serve the development is to be CCTV inspected by a licensed plumber and the 'CCTV Inspection Form' with the video footage submitted to Barwon

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Water. If the property connection point is not deemed satisfactory for use or is no longer required, it is to be decommissioned in accordance with Barwon Water's "Property connection decommissioning process". Details of this process are available on Barwon Water's website under the business -> property connections section. Also, any existing house connection drain that traverses through the proposed allotments shall be relocated so not to inhibit future development. If the existing sewer house connection point is deemed satisfactory for use by Barwon Water and where branching after the connection point is permitted to service an additional allotment then this work can also be undertaken by a licensed plumber. If the sewer connection point being replaced is greater than 4.0 metres deep, a new sewer manhole is to be constructed with the new property connection point connected to this structure.

Powercor

56. The plan of subdivision submitted for certification under the Subdivision Act 1988 shall be referred to the Distributor in accordance with Section 8 of that Act.

57. The applicant shall provide an electricity supply to all lots in the subdivision in accordance with the Distributor's requirements and standards.

58. The applicant shall ensure that existing and proposed buildings and electrical installations on the subject land are compliant with the Victorian Service and Installation Rules (VSIR).

59. The applicant shall, when required by the Distributor, set aside areas with the subdivision for the purposes of establishing a substation or substations.

60. The applicant shall establish easements on the subdivision, for all existing Distributor electric lines where easements have not been otherwise provided on the land and for any new powerlines to service the lots or adjust the positioning existing easements.

Easement Reference	*Purpose*	*Width (Metres)*	*Origin*	*Land Benefited / In Favour Of*
	Power Line		*Section 88 - Electricity Industry Act 2000*	*Powercor Australia Ltd*

AusNet

61. The plan of subdivision when submitted for certification must be referred to AusNet Gas Services in accordance with Section 8 of the Subdivision Act 1988.

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CFA Conditions

62. Prior to the issue of a Statement of Compliance under the Subdivision Act 1988 the following requirements must be met to the satisfaction of the CFA:

    a) Above or below ground operable hydrants must be provided. The maximum distance between these hydrants and the rear of all building envelopes (or in the absence of building envelopes, the rear of the lots) must be 120 metres and the hydrants must be no more than 200 metres apart. These distances must be measured around lot boundaries.

    b) The hydrants must be identified with marker posts and road reflectors as applicable to the satisfaction of the Country Fire Authority.

63. Roads must be constructed to a standard so that they are accessible in all weather conditions and capable of accommodating a vehicle of 15 tonnes for the trafficable road width.

    a) Curves must have a minimum inner radius of 10 metres and have a minimum trafficable width of 3.5 metres and be clear of encroachments for at least 0.5 metres on each side and 4 metres above the access way.

DELWP – Native Vegetation

64. To offset the removal of 0.003 hectares of native vegetation, the permit holder must secure the following native vegetation offset in accordance with *Guidelines for the removal, destruction or lopping of native vegetation* (DELWP 2017):

    a) A general offset of 0.002 general habitat units:
    i) located within the Corangamite Catchment Management boundary or City of Greater Geelong municipal area
    ii) with a minimum strategic biodiversity value of at least 0.192

65. Before any native vegetation is removed, evidence that the required offset has been secured must be provided to the satisfaction of the responsible authority. This evidence must be one or both of the following:

    a) an established first party offset site including a security agreement signed by both parties, and a management plan detailing the 10-year management actions and ongoing management of the site; and/or

    b) credit extract(s) allocated to the permit from the Native Vegetation Credit Register.

66. A copy of the offset evidence will be endorsed by the responsible authority and form part of this permit. Within 30 days of endorsement of the offset evidence, a copy of the endorsed offset evidence must be provided to Planning Approvals at the Department of

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Environment, Land, Water and Planning Barwon South West regional office via BSW.planning@delwp.vic.gov.au.

67. Where the offset includes a first party offset(s), the permit holder must provide an annual offset site report to the responsible authority by the anniversary date of the execution of the offset security agreement, for a period of 10 consecutive years. After the tenth year, the landowner must provide a report at the reasonable request of a statutory authority.

Monitoring and reporting for onsite offset implementation

68. In the event that a security agreement is entered into as per the preceding condition, the applicant must provide the annual offset site report to the responsible authority by the anniversary date of the execution of the offset security agreement, for a period of 10 consecutive years. After the tenth year, the landowner must provide a report at the reasonable request of a statutory authority.

Fauna Protection

69. Unless otherwise agreed in writing by the Responsible Authority, prior to the removal or lopping of any tree, the tree must be examined by a suitably qualified zoologist with relevant permits. If native fauna species are located, they must be salvaged and relocated to the closest suitable vegetation.

Expiry of Permit

70. This permit will expire if one of the following circumstances applies:

    a) The first stage of the plan of subdivision has not been certified within two years of the date of this permit.
    b) All stages of the plan of subdivision have not been certified within four years of the date of this permit.
    c) A statement of compliance is not issued within five years of the date of certification of a particular stage of subdivision.

    The Responsible Authority may extend the certification period referred to if a request is made in writing before the permit expires or within six (6) months afterwards.

Permit Notes

- CFA's requirements for identification of hydrants are specified in 'Identification of Street Hydrants for Firefighting Purposes' available under publications on the CFA web site (www.cfa.vic.gov.au)

- The owner / developer of the land may need to enter into an agreement or request a quote from a local gas retailer for provision or altering of gas services for each lot of endorsed plan.

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- Existing easements may need to be amended to meet the Distributor's requirements Easements required by the Distributor shall be specified on the subdivision and show the Purpose, Origin and the In Favour of party as follows:

  Areas set aside for substations will be formalised to the Distributor's requirements under one of the following arrangements:
  - RESERVES established by the applicant in favour of the Distributor.
  - SUBSTATION LEASE at nominal rental for a period of 30 years with rights to extend the lease for a further 30 years. The Distributor will register such leases on title by way of a caveat prior to the registration of the plan of subdivision.

- Where electrical works are required to achieve VSIR compliance, a registered electrical contractor must be engaged to undertake such works.

- Extension, augmentation or rearrangement of the Distributor's electrical assets may be required to make such supplies available, with the cost of such works generally borne by the applicant.

- The developer is to apply to Barwon Water for details relating to costs and conditions required for the provision of water supply and sewerage services to the subdivision.

- All completed landscaping works within the street and/or reserve must be inspected by Council's Parks Unit. To arrange an inspection please contact Ian Rogers on 5272 4827 prior to Certification.

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Planning and Environment Regulations 2015 - Form 9. Section 96J

IMPORTANT INFORMATION ABOUT THIS PERMIT

WHAT HAS BEEN DECIDED?

The Responsible Authority has issued a permit. The permit was granted by the Minister under section 96I of the **Planning and Environment Act 1987** on approval of Amendment No.C408ggee to the Greater Geelong Planning Scheme.

WHEN DOES THE PERMIT BEGIN?

The permit operates from a day specified in the permit being a day on or after the day on which the amendment to which the permit applies comes into operation.

WHEN DOES A PERMIT EXPIRE?

1. A permit for the development of land expires if—
   - the development or any stage of it does not start within the time specified in the permit; or
   - the development requires the certification of a plan of subdivision or consolidation under the **Subdivision Act 1988** and the plan is not certified within two years of the issue of a permit, unless the permit contains a different provision; or
   - the development or any stage is not completed within the time specified in the permit, or, if no time is specified, within two years after the issue of the permit or in the case of a subdivision or consolidation within 5 years of the certification of the plan of subdivision or consolidation under the **Subdivision Act 1988**.
2. A permit for the use of land expires if—
   - the use does not start within the time specified in the permit, or if no time is specified, within two years after the issue of the permit; or
   - the use is discontinued for a period of two years.
3. A permit for the development and use of land expires if—
   - the development or any stage of it does not start within the time specified in the permit; or
   - the development or any stage of it is not completed within the time specified in the permit, or, if no time is specified, within two years after the issue of the permit; or
   - the use does not start within the time specified in the permit, or, if no time is specified, within two years after the completion of the development: or
   - the use is discontinued for a period of two years.
4. If a permit for the use of land or the development and use of land or relating to any of the circumstances mentioned in section 6A(2) of the **Planning and Environment Act 1987**, or to any combination of use, development or any of those circumstances requires the certification of a plan under the **Subdivision Act 1988**, unless the permit contains a different provision—
   - the use or development of any stage is to be taken to have started when the plan is certified; and
   - the permit expires if the plan is not certified within two years of the issue of the permit.
5. The expiry of a permit does not affect the validity of anything done under that permit before the expiry.

WHAT ABOUT REVIEWS?

- In accordance with section 96M of the **Planning and Environment Act 1987**, the applicant may not apply to the Victorian Civil and Administrative Tribunal for a review of any condition in this permit.

2.14. Amendment C437ggee – 135 Staceys Road, Lovely Banks - Adoption

Source: **City Planning & Economy**
Director: **Gareth Smith**

Purpose

1. To consider the Panel Report about Amendment C437ggee and adopt the amendment.

Background

2. The amendment will rezone the land at 135 Staceys Road, Lovely Banks from Farming Zone to Urban Growth Zone. The land is in the Northern Geelong Growth Area, but was accidently omitted from rezoning in Amendment C395ggee, which implemented the *Northern and Western Geelong Growth Areas Framework Plan (August 2020)* into the planning scheme.
3. The land is shown in the Framework Plan to be used for largely residential use and rezoning it to the Urban Growth Zone will facilitate its consideration in the Elcho Road East precinct structure planning process. **Attachment 1** provides a background summary of the amendment process, including consideration of the Panel Report.

Key Matters

4. The proposed amendment was exhibited from 18 November 2021 to 20 December 2021. Three submissions were received, of which two requested changes. The matters raised included the possibility of sensitive uses being approved within land use separation distances and requests to update the Explanatory Report to address the updated Ministerial Direction 1 – Potentially Contaminated Land. It was requested an additional lot be included in the amendment, to also be rezoned to the Urban Growth Zone.
5. The submissions were considered by Council under delegation on 14 January 2022. It was resolved to refer all submissions to an Independent Panel appointed by the Minister for Planning.
6. Following a hearing in early April 2022, the Panel's report was received on 22 April 2022. Under Section 27 of the *Planning and Environment Act 1987*, the Planning Authority must consider the Panel's report before deciding whether or not to adopt the amendment.
7. The Panel found the amendment to be well founded and strategically justified by policy and recommends that the amendment be adopted, with changes to the Explanatory Report.
8. The Panel was satisfied the application of the Urban Growth Zone to the subject land was appropriate due to its location in the Northern Geelong Growth Area. The Panel also found inclusion of the additional lot, as requested in a submission, was outside the scope of this amendment.
9. Whilst the Panel's recommendations are supported, this report at **Attachment 1** provides the City's response.
10. It is recommended that Amendment C437ggee be adopted with changes and sent to the Minister for Planning requesting approval.

RESOLUTION - Item 2.14

Cr Grzybek moved, Cr Aitken seconded -

That Council:

1. **Adopt Amendment C437ggee in the form outlined in Attachment 2 of this report; and**

2. **Submit the adopted Amendment C437ggee and prescribed information to the Minister for Planning requesting approval.**

Carried

Financial Sustainability

11. There are no significant financial implications to Council.

Community Engagement

12. Amendment C437ggee was exhibited in accordance with the requirements of the *Planning and Environment Act 1987*.

13. All submitters had an opportunity to be heard before an Independent Panel appointed by the Minister for Planning. The Panel considered all submissions referred to it, not just the submissions presented at the hearing.

14. The Independent Panel report has been publicly released and all submitters notified of its availability.

Social Equity and Sustainability

15. There are no significant social equity considerations.

Relevant Law/Policy/Legal Implications

16. The amendment supports the following State Policies from the Planning Policy Framework:

    16.1. Clause 11.01-1S Settlement;

    16.2. Clause 11.01-1R Settlement Geelong G21;

    16.3. Clause 11.02-1S Supply of urban land;

    16.4. Clause 11.02-3S Sequencing of development;

    16.5. Clause 13.02-1S Bushfire planning;

    16.6. Clause 13.03-1S Floodplain management;

    16.7. Clause 13.07-1S Land use compatibility; and

    16.8. Clause 13.07-2S Major hazard facilities.

17. The amendment supports the following policies from the Local Planning Policy Framework:

    17.1. Clause 21.02 City of Greater Geelong Sustainable Growth Framework;

    17.2. Clause 21.04 Municipal Framework Plan;

    17.3. Clause 21.05-7 Flooding;

    17.4. Clause 21.05-8 Wildfire;

    17.5. Clause 21.06-2 Spatial distribution of growth and land supply;

    17.6. Clause 21.06-3 Managing future growth; and

    17.7. Clause 21.20 Northern and Western Geelong Growth Areas.

Alignment to Community Plan and Vision

18. The amendment aligns with Our Community Plan 2021-2025 strategic priority: Sustainable growth and environment

19. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration: Sustainable development that supports population growth and protects the natural environment.

Conflict of Interest

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

Risk Assessment

21. This amendment does not include additional risks relating to land use buffers, bushfire and flooding risks, which were considered in Amendment C395ggee for the *Northern and Western Geelong Growth Areas Framework Plan* (August 2020). These matters will be further dealt with in the precinct structure planning process.

22. Delay in adopting the amendment may impact the timeline for the Elcho Road East precinct structure planning process.

Environmental Sustainability

23. The amendment does not include additional environmental constraints and impacts, which were considered in Amendment C395ggee and will be further dealt with in the precinct structure planning process. It is further noted Environmentally Sustainable Development (ESD) principles will also be included in the precinct structure planning process.

Attachments

1. Background and Discussion [**2.14.1** - 5 pages]
2. Amendment documents [**2.14.2** - 2 pages]
3. Updated Explanatory Report [**2.14.3** - 7 pages]

Attachment 1

Background

1. The subject land is located on the south side of Staceys Road, approximately 1 km west of Bacchus Marsh Road in Lovely Banks. The site is within the Northern Geelong Growth Area and is largely planned for residential use in Plan 03 (Future Urban Structure - Northern Geelong Growth Area) in the *Northern and Western Geelong Growth Areas Framework Plan (August 2020)*. The land is also within the Elcho Road East Precinct, which is the first Precinct Structure Plan (PSP) to be commenced in accordance with Plan 40 (Development Sequencing) of the Framework Plan.

2. The Framework Plan was implemented in the planning scheme in Amendment C395ggee on 6 May 2021 and is now included as a background document under Clause 21.20 (Northern and Western Geelong Growth Areas) of the Municipal Strategic Statement, as well as the schedule to Clause 72.08 (Background documents).

3. Other land shown for residential use in the Framework Plan was rezoned to the Urban Growth Zone (UGZ) in Amendment C395ggee on 6 May 2021. The subject land, however, was accidently omitted from being rezoned in the application for Amendment C395ggee. It is therefore proposed to rezone the subject land to Urban Growth Zone as a correction. This will facilitate the further consideration of the land for residential use, as part of the Elcho Road East precinct structure planning process.

4. Council resolved (under delegation) on 30 September 2021 to support the preparation and exhibition of Amendment C437ggee.

Image above: Aerial map of the subject land and surrounding area

Discussion

5. Amendment C437 was exhibited from 18 November 2021 to 20 December 2021. Three submissions were received, of which two requested changes.

6. The main issues the Panel identified in the submissions were:

   - the possibility of sensitive uses being approved within land use separation distances;
   - the inclusion of an additional land parcel to be rezoned to UGZ as part of this amendment; and
   - future cultural heritage management/considerations.

7. The issues are summarised in the discussion under the following key Panel findings and City responses.

8. All submissions were considered pursuant to Sections 22(1) & (2) of the Planning and Environment Act 1987 and referred to an Independent Panel appointed by the Minister for Planning.

9. The Panel held a directions hearing on 7 March 2022 and a Panel Hearing on 1 April 2022. Council was represented at the hearing by City officers.

10. The Panel has now presented its report to Council and recommended that the amendment be adopted with some changes to the Explanatory Report. Attachment 3 is the Executive Summary of the Panel Report and contains the Panel recommendations.

11. A complete copy of the Panel's report is available on the Geelong Australia website https://www.geelongaustralia.com.au/amendments/item/8d99a3a59e9d9e9.aspx webpage.

Key Panel findings and City responses

12. The Panel Report provided discussion and a series of findings and recommendations about all the issues associated with the amendment. A summary and response to the key matters is provided below.

Issue – Location of sensitive uses and separation distances

13. The EPA, which did not take part in the Panel Hearing, commented in their submission that Council should remain conscious of the possibility of a sensitive use being established on the subject land prior to the precinct structure planning process, and how this might coincide with potential impacts from existing industry.

14. Part of the subject land is within the 1000 metre threshold distance for the Lara Energetic Material Manufacturing Plant (the Chemring facility). Also within proximity to the subject land is a materials recycling facility at 225 Staceys Road, Lovely Banks. These buffer distances are shown on Plan 12 - Built Environment of the Northern Geelong Growth Area (Northern and Western Geelong Growth Areas Framework Plan, August 2020).

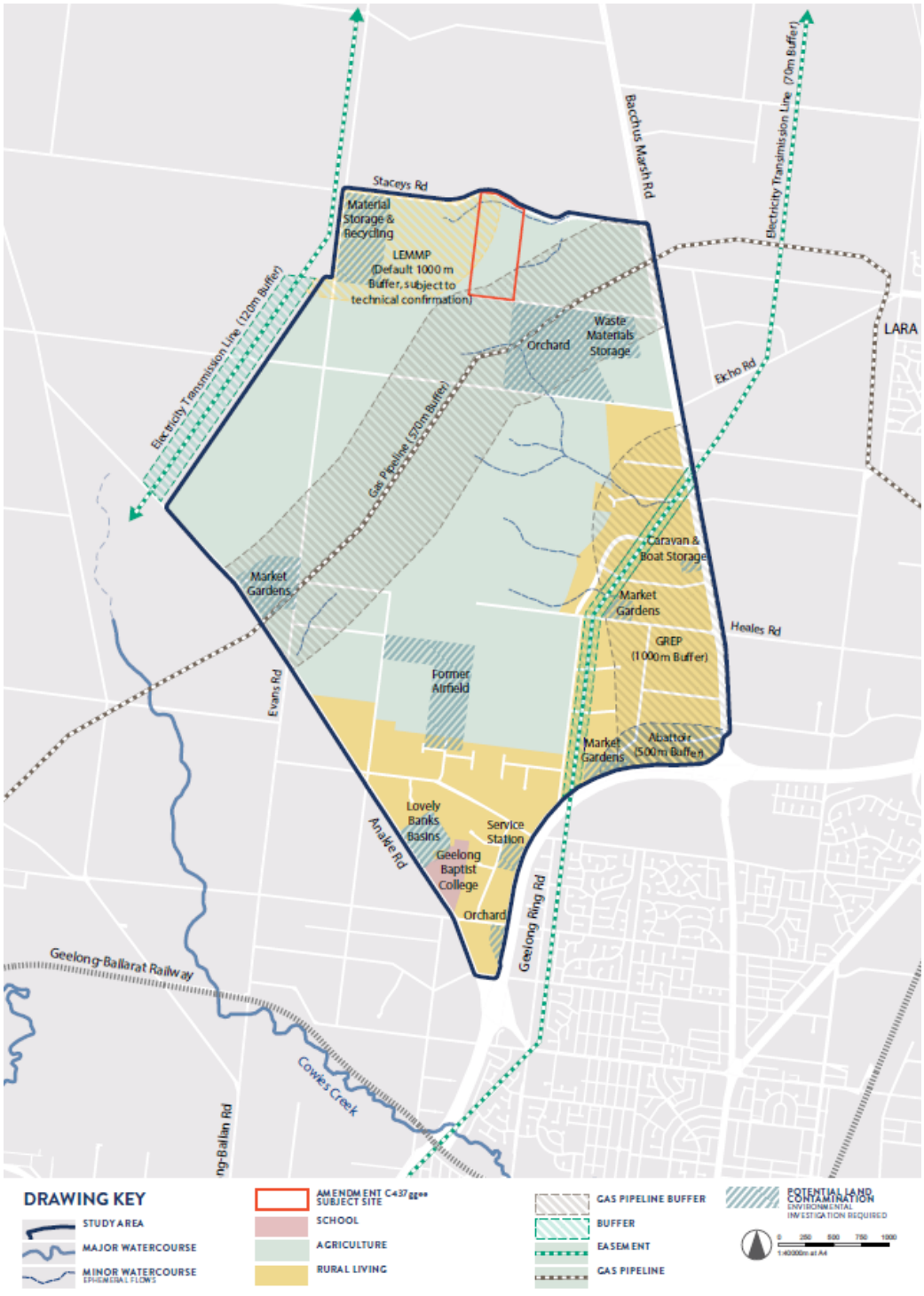


Image above: The site in relation to Plan 12 Built Environment – Northern Geelong Growth Area (Northern and Western Geelong Growth Areas Framework Plan, August 2020)

15. The Panel was satisfied that the amendment does not seek to implement a residential use, as it simply applies the Urban Growth Zone as a 'holding zone'. The suitability of the land for residential use will be further considered during the precinct structure planning process.

16. Panel Conclusion: The Panel concluded that the amendment does not implement a residential use and agreed with the recommendation of the that EPA that Council:

    - ensure appropriate buffers are maintained, and any other necessary buffers established, in the preparation of PSPs within the growth areas;
    - be conscious of the possibility of any sensitive uses being established prior to the PSP process and how this coincides with potential impacts from existing industry; and
    - update the Explanatory Report to reflect the updated Ministerial Direction 1.

17. City response: The City concurs with this view of the Panel, noting the current land use buffers are an active consideration in the precinct structure planning, which is currently being undertaken. The Explanatory Report has been updated in accordance with this recommendation in Attachment 3.

Issue – the inclusion of an additional land parcel to be rezoned to UGZ as part of this Amendment

18. The Panel advised in the Directions Hearing it was unable to consider the submission to rezone an additional parcel of land as it was not part of the exhibited amendment and outside the scope of the amendment process. The submitter understood this position and did not attend the Panel Hearing.

19. Panel Conclusion – The Panel concluded this submission was outside the scope of the amendment process.

20. City Response – The City concurs with the Panel's view and notes the submitter's land at 225 Stacey's Road was not appropriate to include in this amendment, as (unlike the subject land) it is not planned for residential use in the Northern and Western Geelong Growth Areas Framework Plan (August 2020), is largely within the Lara Energetic Material Manufacturing Plant (Chemring) buffer and is not within the Elcho Road East Precinct. The potential rezoning of this lot and two others to the west, 195 and 225 Staceys Road, will be addressed at a later stage, subject to resolving issues such as the Chemring buffer in the precinct structure planning process.

Issue – Cultural heritage considerations

21. The Panel noted the submission of the Wadawurrung Traditional Owners Aboriginal Corporation, which did not object to the amendment or seek any changes, but sought to confirm that a Cultural Heritage Management Plan will be required for a future development on the subject land.

22. Panel Conclusion: The Panel noted the submission and that as the amendment does not include a development proposal, a Cultural Heritage Management Plan is not required as part of the amendment process.

23. City Response: The City concurs with the Panel's view.

Executive summary

Greater Geelong Planning Scheme Amendment C437ggee (the Amendment) seeks to rezone the subject land from the Farming Zone to the Urban Growth Zone (UGZ). The subject land is within the Northern Geelong Growth Area (NGGA), land which is largely planned for residential use as shown in the Northern and Western Growth Areas Framework Plan (August 2020) (the Framework Plan).

The Framework Plan was introduced into the planning scheme through Amendment C395ggee on 6 May 2021. It is now included as a background document under Clause 21.20 (Northern and Western Geelong Growth Areas) of the Municipal Strategic Statement (MSS), as well as the schedule to Clause 72.08 (Background documents).

Other land shown for residential use in the Framework Plan was rezoned to the UGZ in Amendment C395ggee on 6 May 2021. The subject land however was accidently omitted from being rezoned through Amendment C395ggee. Council therefore proposes to rezone the subject land to the UGZ. This will facilitate the further consideration of the subject land for residential use, as part of the Elcho Road East precinct structure planning process.

Key issues raised in submissions included:

- the possibility of sensitive uses being approved within land use separation distances
- the inclusion of an additional land parcel to be rezoned to UGZ as part of this Amendment
- future cultural heritage management/considerations.

The Panel concludes that the Amendment is strategically justified and should be supported. The subject land is located in the NGGA and warrants the application of the UGZ to facilitate its consideration for a residential use as part of its future precinct structure planning process.

Recommendations

Based on the reasons set out in this Report, the Panel recommends that Greater Geelong Planning Scheme Amendment C437ggee be adopted as exhibited subject to the following:

1. **Update the Explanatory Report to reflect the introduction of the *Environment Protection Act* 2019 as outlined in Ministerial Direction No 1.**

Attachment 2

Amendment C437ggee Adoption Documents

Planning and Environment Act 1987

GREATER GEELONG PLANNING SCHEME

AMENDMENT C437GGEE

INSTRUCTION SHEET

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

The Greater Geelong Planning Scheme is amended as follows:

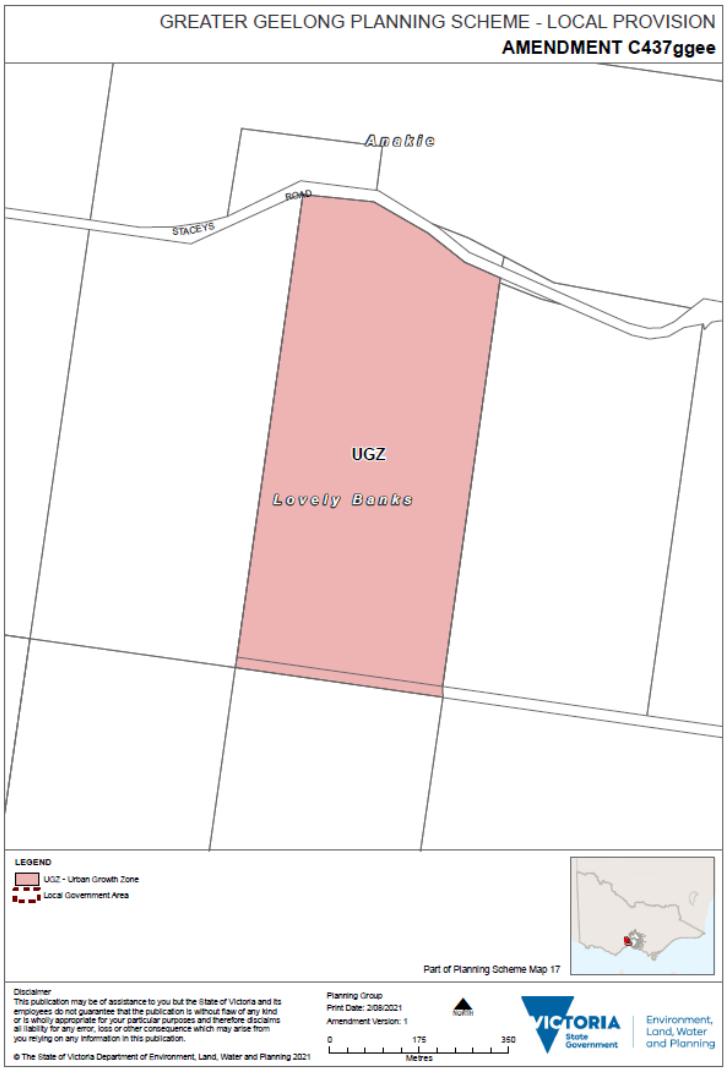
Planning Scheme Maps

The Planning Scheme Maps are amended by a total of one attached map sheet.

Zoning Maps

1. Amend Planning Scheme Map No. 17 ZN in the manner shown on the one attached map marked “Greater Geelong Planning Scheme, Amendment C437ggee”.

End of document


GREATER GEELONG PLANNING SCHEME - LOCAL PROVISION
AMENDMENT C437ggee
Anakie
STACEYS
ROAD
UGZ
Lovely Banks
LEGEND
UGZ - Urban Growth Zone
Local Government Area
Part of Planning Scheme Map 17
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Planning Group
Print Date: 2/08/2021
Amendment Version: 1
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State Government
Environment, Land, Water and Planning

Attachment 3

Amendment C437 Updated Explanatory Report

Planning and Environment Act 1987

GREATER GEELONG PLANNING SCHEME

AMENDMENT C437ggee

EXPLANATORY REPORT

Who is the planning authority?

This amendment has been prepared by the City of Greater Geelong, which is the planning authority for this amendment.

The amendment has been made at the request of the City of Greater Geelong.

Land affected by the amendment

The amendment applies to 135 Staceys Road, Lovely Banks and the (unmade) road reserve adjoining the south boundary of the land.

What the amendment does

The amendment rezones the land at 135 Staceys Road, Lovely Banks and road reserve adjoining the south boundary from Farming Zone to Urban Growth Zone, in accordance with Clause 21.20 (Northern and Western Geelong Growth Areas).

Strategic assessment of the amendment

Why is the amendment required?

The amendment is required to apply the Urban Growth Zone to the subject land in accordance with the implementation strategy at Clause 21.20-4. The amendment also corrects an omission in amendment C395ggee, which rezoned land in the Northern and Western Geelong Growth Areas to the Urban Growth Zone, to facilitate the implementation of the *Northern and Western Geelong Growth Areas Framework Plan* (August 2020).

The majority of the affected land is shown as residential in Plan 03 Future Urban Structure - Northern Geelong Growth Area in the Framework Plan, but it was left in the Farming Zone as a result of an inadvertent omission in amendment C395ggee.

Rezoning the land to Urban Growth Zone is therefore required to facilitate its consideration for residential use as part of the precinct structure planning process.

How does the amendment implement the objectives of planning in Victoria?

The amendment implements the objectives of Section 4 of the *Planning and Environment Act 1987*. In particular, it provides for the fair, orderly, economic and sustainable use and development of the subject land by ensuring it is in the Urban Growth Zone, in accordance with Clause 21.20 and the *Northern and Western Geelong Growth Areas Framework Plan* (August 2020).

This will facilitate precinct structure planning and the preparation of a development contributions framework, as well as provide a more equitable basis for negotiations in this process as recommended by the panel in amendment C395ggee. This is also consistent with Section 12(1) of the Act, which requires a planning authority to provide sound, strategic and co-ordinated planning of the use and development of land in its area.

How does the amendment address any environmental, social and economic effects?

Environmental effects

The amendment is consistent with the *Northern and Western Geelong Growth Areas Framework Plan* (August 2020). The Framework Plan is based on a series of expert technical reports and assessments covering issues such as flora and fauna, stormwater management, integrated water cycle management, cultural heritage, groundwater, geotechnical and soils. As a result the plan recognises environmental constraints and guides development to ensure environment impacts are managed.

The amendment facilitates consideration of the biodiversity significance of the affected land in the precinct structure planning process. The site is shown in Plans 08 and 09 (Biodiversity and Biodiversity Linkage – Northern Geelong Growth Area) to contain existing native vegetation in the Plains Grassland EVC, including two scattered trees and potential Golden Sun Moth habitat. The proposal will also facilitate planning for large tree canopy cover within the site, as identified on Plan 22 (Neighbourhood amenity – Northern Geelong Growth Area).

Environmentally sustainable development (ESD) principles are being applied and an objective of Clause 21.20 is to deliver urban development in the Northern and Western Geelong growth areas that establishes carbon neutral neighbourhoods.

Social and economic effects

The *Northern and Western Geelong Growth Areas Framework Plan* (August 2020) was informed by a number of technical reports including social infrastructure, retail and activity centre analysis and transport strategies. The implementation of the Framework Plan though Clause 21.20 includes the following positive social and economic objectives:

- create neighbourhoods where residents can live locally and meet most of their everyday needs within a 20 minute walk, cycle or local public transport trip of their home.
- provide a network of activity centres in the Northern and Western Geelong Growth Areas that provide employment, retail, commercial, entertainment and community uses for growth area residents without adversely impacting the broader Geelong activity centre network.
- develop a Clever and Creative Corridor as a fundamental design element of the Northern and Western Geelong Growth Areas to ensure development is sustainable, self-sufficient, distinctive and connected through varied transport options.

Does the amendment address relevant bushfire risk?

The subject land is in a bushfire prone area, although it is not in a Bushfire Management Overlay. Action N1.7.2 of the *Northern and Western Geelong Growth Areas Framework Plan* (August 2020) provides 'fire risks associated with non-urban interfaces to new neighbourhoods will be identified and managed as part of urban development'.

The Country Fire Authority (CFA) was consulted for amendment C395ggee and a high level bushfire planning assessment report was prepared, which included the subject land in the study area. The report concluded there was 'no potential for extreme fire behaviour due to the lack of larger, non-grassland areas of vegetation and the relatively flat terrain'. It further advised the proposal (for the Northern and Western Geelong growth areas) was consistent with the bushfire planning scheme policies, subject to implementation of the report recommendations in precinct structure planning. This conclusion was supported in evidence presented to the C395ggee panel by a different consultant.

There is a further issue regarding combustible material stored at the materials recycling facility at 225 Staceys Road, which is subject to ongoing planning enforcement action by the City. While this matter is

more an issue for the precinct structure planning process, it is a bushfire risk matter that required consideration in this amendment, which was exhibited to CFA.

Other than the matter of 225 Staceys Road, the broader bushfire risk was addressed in C395ggee and will be further (and more comprehensively) addressed in the precinct structure planning process. This satisfies the objective of Clause 13.02-1S "to strengthen the resilience of settlements and communities to bushfire through risk-based planning that prioritises the protection of human life", as well as Clause 21.05-8 (Wildfire) "to minimise the impacts of wildfire".

Does the amendment comply with the requirements of any Minister's Direction applicable to the amendment?

- The amendment is consistent with the Ministerial Direction on the Form and Content of Planning Schemes under section 7(5) of the *Planning and Environment Act 1987*.

- Ministerial Direction No.1 (Potentially Contaminated Land) was considered with high level soil contamination assessments undertaken across the Northern and Western Growth areas, as part of amendment C395ggee. The assessments included a limited historical review, site inspections and some soil sampling. The study area included the subject land and concluded (with the exception of a materials recycling facility at 225 Staceys Road) there was no significant risk of impacting environmental conditions within the northern growth area.

  The report included information in a VCAT proceeding that noted the presence of uncontrolled fill and aluminium oxide at 225 Staceys Road, which present a risk to underlying soils on that site, with a low risk of compromising groundwater offsite. Two other properties near the site at 270 and 350 Elcho Road were identified in the report as medium or high risk of contamination. Further auditing or site assessments were recommended for those sites.

  A review of the priority sites register indicates 225 Staceys Road is no longer listed on the EPA Priority Sites Register, although it is subject to EPA pollution abatement notices as well as ongoing planning compliance action by the City of Greater Geelong. City officers have confirmed the hazardous material remains onsite. This will be addressed further under Ministerial Direction No.19 (Amendments that may result in impacts on the environment, amenity and human health).

  As with amendment C395ggee, this amendment rezones land to the Urban Growth Zone. The UGZ is, however, a holding zone and sensitive uses such as residential will require a further amendment to introduce a schedule into the UGZ based on a Precinct Structure Plan (PSP). Further environment assessments will need to be prepared as part of future PSP amendment processes to fully satisfy Ministerial Direction No.1. It is considered this work undertaken for C395ggee satisfies the requirements of this direction.

- The amendment is affected by Ministerial Direction No.11 (Strategic Assessment of Amendments) under section 12 of the Planning and Environment Act 1987 and complies with this direction.

- The amendment is affected by Ministerial Direction No.12 (Urban growth areas). The proposal implements of the *Northern and Western Geelong Growth Areas Framework Plan* (August 2020) by rezoning the subject land, which is identified in the Framework Plan in the Northern Geelong growth area, to Urban Growth Zone. This will facilitate the precinct structure planning for this site and other land in the growth area.

- The amendment is affected by Ministerial Direction No. 15 (The Planning Scheme Amendment Process) and complies with this Direction.

- Ministerial Direction No.18 requires a planning authority to seek and have regard to the advice of the Victorian Planning Authority when preparing an amendment to rezone land the Authority has previously provided advice. The VPA provided a submission to amendment C395ggee which was supportive of the Framework Plan. It did not provide any comments relevant to the subject land. The amendment was exhibited to the VPA to satisfy the requirement of the direction.

- Ministerial Direction No.19 requires planning authorities to seek the views of the EPA in preparing planning scheme amendments that could "result in significant impacts on the environment, amenity and human health due to pollution and waste". The Direction applies to amendments that may allow use and development under four scenarios.

The written views of the EPA were sought in Amendment C395ggee. The EPA advised it was generally supportive of the amendment and provided comments advising on issues likely to be relevant in future work to further implement the Northern and Western Geelong Growth Areas Framework Plan. Matters addressed in these comments included establishing and maintaining buffers and preventing encroachment of sensitive uses. The amendment was also exhibited to EPA.

As noted earlier, the Urban Growth Zone is a holding zone and sensitive uses such as residential will require a further amendment to introduce a schedule into the UGZ based on a Precinct Structure Plan (PSP).

The Northern and Western Geelong Growth Area Framework Plan describes buffers and separation distances to certain industries and includes actions are included to deal with buffers from industries such as quarries, abattoirs and the Lara Energetic Material Manufacturing Plant (Chemring). Council will ensure these buffers are maintained, and any other necessary buffers established, in the preparation of precinct structure plans within the growth areas.

- Ministerial Direction No.20 (Major hazard facilities) requires planning authorities to seek the views of Worksafe in preparing planning scheme amendments that rezone land for, or is within the threshold distance, or a major hazard facility. Part of the subject land is within the 1 km buffer distance from Chemring, which is a major hazard facility.

  Input from Worksafe was made during amendment C395ggee, in which it recommended against residential rezoning within the buffer. Discussions with Worksafe have also more recently occurred as part of the precinct structure planning process, regarding future uses within the buffer. The subject amendment was also exhibited to Worksafe and Chemring, but no submissions were received.

  The amendment will apply only the Urban Growth Zone to the subject land. It does not propose residential use, as this is determined through the precinct structure planning process. This is consistent with the recommendation of the panel report in C395ggee. It is further noted Action N1.7.7 of the *Northern and Western Geelong Growth Areas Framework Plan* (August 2020) provides that no residential development will be permitted within the 1 km buffer.

How does the amendment support or implement the Planning Policy Framework and any adopted State policy?

The amendment supports and implements numerous state policies. The most relevant policies are listed below:

- Clause 11.01-1S Settlement – by achieving the objective and relevant strategies including:
    - Focus investment and growth in places of state significance in Metropolitan Melbourne and the major regional cities of Ballarat, Bendigo, Geelong...
    - Ensure regions and their settlements are planned in accordance with their relevant regional growth plan.
    - Guide the structure, functioning and character of each settlement taking into account municipal and regional contexts and frameworks.
    - Create and reinforce settlement boundaries.
    - Limit urban sprawl and direct growth into existing settlements.
    - Ensure land that may be required for future urban expansion is not compromised
    - Consider as relevant…G21 Regional Growth Plan (Geelong Region Alliance, 2013)
- Clause 11.01-1R Settlement Geelong G21 - the amendment directly implements the following strategy:
    - Provide for long term growth options that build on existing infrastructure, including two further investigation areas north and west of Geelong.

- Clause 11.02-1S Supply of urban land – meets the objective "To ensure a sufficient supply of land is available for residential, commercial, retail, industrial, recreational, institutional and other community uses" and strategies including:
    - Plan to accommodate projected population growth over at least a 15 year period and provide clear direction on locations where growth should occur. Residential land supply will be considered on a municipal basis, rather than a town-by-town basis.
- Clause 11.02-2S Structure planning – by facilitating the preparation of precinct structure plans.
- Clause 11.02-3S Sequencing of development - by meeting the objective "To manage the sequence of development in areas of growth so that services are available from early in the life of new communities".
- Clause 13.02-1S Bushfire planning – by meeting the objective "To strengthen the resilience of settlements and communities to bushfire through risk-based planning that prioritises the protection of human life" and strategies including:
    - Directing population growth and development to low risk locations, being those locations assessed as having a radiant heat flux of less than 12.5 kilowatts/square metre under AS 3959-2009 Construction of Buildings in Bushfire-prone Areas (Standards Australia, 2009).
- Clause 13.03-1S Floodplain management – the Framework Plan takes into account flooding along the Barwon and Moorabool Rovers and Cowries Creek.
- Clause 13.07-1S Land use compatibility – by meeting the objective "To protect community amenity, human health and safety while facilitating appropriate commercial, industrial, infrastructure or other uses with potential adverse off-site impacts" and strategies including:
    - Ensure that use or development of land is compatible with adjoining and nearby land uses.
    - Avoid locating incompatible uses in areas that may be impacted by adverse off-site impacts from commercial, industrial and other uses.
    - Avoid or otherwise minimise adverse off-site impacts from commercial, industrial and other uses through land use separation, siting, building design and operational measures.
    - Protect existing commercial, industrial and other uses from encroachment by use or development that would compromise the ability of those uses to function safely and effectively.
- Clause 13.07-2S Major hazard facilities – by meeting the objective "To minimise the potential for human and property exposure to risk from incidents that may occur at a major hazard facility and to ensure the ongoing viability of major hazard facilities" and strategies including:
    - Consider the risks associated with increasing the intensity of use and development within the threshold distance of an existing major hazard facility. Apply appropriate threshold distances from sensitive land uses for new major hazard facilities and between major hazard facilities.
    - Apply appropriate threshold distances from sensitive land uses for new major hazard facilities and between major hazard facilities.
    - Protect registered or licenced major hazard facilities as defined under Regulation 5 of the Occupational Health and Safety Regulations 2017 from encroachment of sensitive land uses.

How does the amendment support or implement the Local Planning Policy Framework, and specifically the Municipal Strategic Statement?

The amendment supports and implements the following policies from the Local Planning Policy Framework:

- Clause 21.02 City of Greater Geelong Sustainable Growth Framework – in particular element 1. Managing Urban Growth.

- Clause 21.04 Municipal Framework Plan – the subject land is shown as part of the future growth areas in the Municipal Framework Plan.
- Clause 21.05-7 Flooding – the amendment meets the relevant objectives: to protect floodplains; and to minimise the potential for damage and risks to public safety and property from flooding.
- Clause 21.05-8 Wildfire – the amendment meets the objective to minimise the impacts of wildfire.
- Clause 21.06-2 Spatial distribution of growth and land supply – the amendment implements the objective to "Contain growth within identified locations across the municipality" and strategies including:
    - Direct the majority of future housing needs to urban Geelong (urban infill, Armstrong Creek and the Northern and Western Geelong Growth Areas).
- Clause 21.06-3 Managing future growth – by meeting the objective to "Manage the release of new growth areas to make sure infrastructure, services and facilities are provided in a timely and efficient way".
- Clause 21.20 Northern and Western Geelong Growth Areas – by directly implementing the direction of Clause 21.20-4 (Implementation) to "Apply the Urban Growth Zone to most land in the Northern and Western Geelong Growth Areas…" and strategies including:
    - Land use and development should have regard to the *Northern and Western Geelong Growth Areas Framework Plan* (City of Greater Geelong, August 2020).

Does the amendment make proper use of the Victoria Planning Provisions?

The amendment makes proper use of the Victoria Planning Provisions by applying the Urban Growth Zone to the affected land, which is identified for future urban growth in the Northern Geelong Growth Area.

How does the amendment address the views of any relevant agency?

The preparation of the *Northern and Western Geelong Growth Areas Framework Plan* (City of Greater Geelong, August 2020) and subsequent amendment C395ggee involved extensive consultation with government and service agencies. They will be further notified as part of the subject amendment exhibition.

Does the amendment address relevant requirements of the Transport Integration Act 2010?

Impacts on the transport system were analysed through specialist technical reports on transport, movement and access for the Framework Plan. State government agencies were consulted and guided the *Northern and Western Geelong Growth Areas Framework Plan* (City of Greater Geelong, August 2020) in relation to public transport provision, impacts on existing arterial roads (such as the Geelong Ring Road and Midland Hwy) and future road and transport networks.

There are no additional impacts on the transport system defined by the Transport Integration Act as a result of this amendment.

Resource and administrative costs

The amendment will not pose unreasonable resource and administrative costs on Council in its normal capacity as the Responsible Authority.

Where you may inspect this amendment

The amendment is available for public inspection, free of charge, during office hours at:

- by appointment during office hours, at Greater Geelong City Council, Brougham Street Customer Service Centre, Ground Floor, 100 Brougham Street. GEELONG – **8.00am to 5.00pm weekdays** and subject to any public health directives that may be in place.

- ‘Amendments’ section of the City’s website www.geelongaustralia.com.au/amendments/

The amendment can also be inspected free of charge at the Department of Environment, Land, Water and Planning website at www.delwp.vic.gov.au/public-inspection.

2.15. Low-Cost Camping Review

Source: **City Planning & Economy**
Director: **Gareth Smith**

Purpose

1. To inform Council of the findings of the low-cost camping independent review and subsequent site feasibility study following the Notice of Motion at the July 2021 Council Meeting seeking exploration into the viability of this market.

Background

2. The report to Council provides a recommendation on the viability of the low-cost camping market for Greater Geelong (Part A), and site feasibility study for a suitable location for low-cost camping facilities, publicly accessible dump point, necessary amenities and operational model in the north of Geelong (Part B).

Key Matters

3. The non-commercial camping market contributes an average of $1.4 million annually, which provides flow on economic benefits to the region.
4. Eighty-six per cent of residents surveyed are supportive of the concept and understand the benefits this could help realise.
5. All of the 26 identified caravan and camping sites within the Greater Geelong region are ‘commercial’, with almost all located either south of the urban centre, or across coastal communities, creating a gap in facilities in Geelong’s north.
6. There are no free dump point facilities in the north of Geelong or along the main transport route, limiting any opportunity to capture Recreational Vehicle (RV) travellers in transit both towards Melbourne and the Great Ocean Road/Western Victoria.

ORIGINAL RECOMMENDATION

Cr Moloney moved, Cr Sullivan seconded –

That Council:

1. **Note the independent review into the provision of low-cost camping within the north of Geelong and subsequent site feasibility study;**
2. **Approve the further exploration of the independent consultant’s preferred location for low-cost camping, Seagull Paddock, noting the importance of considering all potential opportunities of the overall site in any further analysis; and**
3. **Request further analysis of the independent consultant’s recommended operating model for the ongoing management of the low-cost camping facilities.**

AMENDMENT

Cr Grzybek moved, Cr Aitken seconded -

That Council:

4. **Should it consider Seagull Paddock incompatible for low-cost camping when compared to other opportunities for the site currently under investigation, consider calling for expressions of interest from landowners and tenants north of Cowies Creek who may be able to identify an alternative site for low-cost camping in the north of Geelong.**

Carried

RESOLUTION - Item 2.15

Cr Moloney moved, Cr Sullivan seconded –

Add additional point 4

That Council:

1. **Note the independent review into the provision of low-cost camping within the north of Geelong and subsequent site feasibility study;**

2. **Approve the further exploration of the independent consultant's preferred location for low-cost camping, Seagull Paddock, noting the importance of considering all potential opportunities of the overall site in any further analysis; and**

3. **Request further analysis of the independent consultant's recommended operating model for the ongoing management of the low-cost camping facilities.**

4. **Should it consider Seagull Paddock incompatible for low-cost camping when compared to other opportunities for the site currently under investigation, consider calling for expressions of interest from landowners and tenants north of Cowies Creek who may be able to identify an alternative site for low-cost camping in the north of Geelong.**

Carried

Financial Sustainability

7. The recommended site location and operating model provides a solution at minimal direct cost to Council.

8. The assessment, which is detailed on page 7 of the attached report, identifies the preferred operating model is to outsource operations to the Campervan and Motorhome Club of Australia (CMCA).

9. A financial model was prepared for the development and operation of the recommended option over a 10 year period, which is available on page 8 of the attached report. This includes estimated cashflow results, as well as the expected return on investment.

10. All occupancy scenarios demonstrate that it is financially viable for CMCA to operate the low-cost camping site in Geelong, at the Seagull Paddock site.

Community Engagement

11. Urban Enterprise conducted stakeholder consultation with Council, community members, residents, government agencies and local business and industry groups.

12. Market research was conducted with the CMCA membership base to identify the potential market for a low-cost camping site in Geelong. A total of 595 responses were received.

13. A community and business survey was undertaken through the City of Greater Geelong's *Have Your Say* platform to obtain feedback from residents on the implications (and level of support) in establishing a low-cost camping site and RV dump point in the region. A total of 405 residents responded to the survey.

Social Equity and Sustainability

14. Given that low-cost camping is non-commercial in nature, the average charge is typically set at a rate to offset ongoing costs (rather than to generate a profit). Using existing rates at CMCA operated parks as the benchmark, the average charge for the low-cost camping site is $11 per site/per night.

15. The potential of low-cost camping will allow Geelong to capture a larger proportion of the 'non-commercial' RV camping market, given that a low-cost camping site will service market needs (which are distinct from the 'commercial' camping market). This will support visitation and associated expenditure impacts, which will provide economic and commercial benefits for the region.

16. The opportunity supports growth in the visitor economy, particularly in Geelong's north, as it will fill a product and infrastructure gap. The project will also promote tourism activation in the area by increasing visitor activity and engagement with surrounding nature-based assets and events.

Relevant Law/Policy/Legal Implications

17. Given the expected influx of RVs into the region, it is important that adequate planning and preparation is undertaken to reduce illegal camping in residential, commercial and environmental areas, which would negatively impact residents, businesses and the community in general.

18. The provision of low-cost camping and a publicly accessible dump point is a potential solution for non-compliance, as it will provide accessible facilities to enable RV visitors to comply with the local laws.

19. Low-cost camping would also provide formal and safe accommodation for transient visitors, making it an attractive option for those that prefer a securely monitored location (compared to 'illegal' sites/rest areas).

20. Competitive neutrality has been considered, ensuring the operating model and site location does not unfairly compete with existing commercial providers.

Alignment to Community Plan and Vision

21. This report aligns with Our Community Plan 2021-2025 strategic priority:
Strong local economy.

22. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
A destination that attracts local and international visitors.

Conflict of Interest

23. No officer involved in the preparation of this report declared a general or material conflict of interest. The report has been developed by Urban Enterprise who was engaged by Tourism Greater Geelong and The Bellarine to deliver an independent review process.

Risk Assessment

24. A risk assessment has been carried out as part of the feasibility review and detailed on page 30 of the attached report.

25. The following details key issues and risks to be considered as part of project development.

    25.1. Risk of competition with commercial establishments

        25.1.1. Avoid competition with existing commercial establishments by ensuring the facility is located outside the immediate vicinity of potential competitors.

        25.1.2. Highlight to industry that low-cost camping offers a point of difference to existing commercial accommodation and targets different visitor segments through provision of basic facilities only.

25.2. Community and amenity impacts

25.2.1. Safeguard community amenity by ensuring the location does not provide negative issues to residents or businesses, including traffic congestion and excessive waste.

25.3. Environmental impacts

25.3.1. Environmental impacts need to comply with relevant regulations, including site development on open spaces and management of waste and sewerage.

25.4. Ongoing maintenance and infrastructure requirements

25.4.1. Managing the scale of infrastructure and ongoing costs required, including the responsible organisation, to ensure the project is not a financial burden on the City.

Environmental Sustainability

26. A camping facility and RV dump point will create environmental impacts that will need to be managed to avoid environmental and pollution risks associated with wastewater disposal and use of green open spaces.

27. Use of a camping site could also impact the surrounding natural habitat, including local flora and fauna, which will need to be considered as part of project development.

28. The City of Greater Geelong Sustainability Framework will provide guidance for the project, including approaches to ensure development and operation of the camping site/dump point is sustainable and supports environmental and community outcomes.

Attachments

1. Geelong Low Cost Camping Review - Final Report [**2.15.1** - 73 pages]

urban enterprise planning economics+tourism

GEELONG LOW COST CAMPING REVIEW

FINAL REPORT

TOURISM GREATER GEELONG AND THE BELLARINE | APRIL 2022

www.urbanenterprise.com.au

AUTHORS

Mike Ruzzene Jonathan Rochwerger Tayler Neale

FILE Geelong Low Cost Camping Review - FInal Report V1

VERSION 1

DISCLAIMER

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ACRONYMS

BCR	Benefit Cost Ratio
CIAA	Caravan Industry Association of Australia
CIV	Caravan Industry Victoria
CMCA	Campervan and Motorhome Club of Australia
CoGG	City of Greater Geelong
CoM	Committee of Management
LGA	Local Government Area
NPV	Net Present Value
P.A.	Per Annum
RV	Recreational Vehicle
SoT	Spirit of Tasmania
TGGB	Tourism Greater Geelong and The Bellarine
TRA	Tourism Research Australia

GLOSSARY OF TERMS

Economic Terms:

Direct Impacts	Direct output or value of development or construction activity.
Indirect Impacts	Supply-Chain effects – The increased output generated by servicing industry sectors in response to the direct change in output and demand; and Consumption effects – As output increases, so too does employment and wages and salaries paid to local employees. Part of this additional income to households is used for consumption in the local economy which leads to further increases in demand and output region
Input-Output Model	This method is based on the interdependencies and relationship between industry sectors and is widely used across the public and private sector to estimate the direct and flow on economic impacts of a project or activity to an economy (using industry multipliers).
Employment	Employment data represents the number of people employed by businesses/organisations in each of the industry sectors in a defined region. Employment data presented in this report is destination of work data. That is, no inference is made as to where people in a defined region reside. This employment represents total jobs, not full-time equivalency
Output	Represents the gross revenue generated by businesses / organisations in each of the industry sectors in a defined region. Gross revenue is also referred to as total sales or total income.
Benefit Cost Ratio	The BCR determines the overall benefits that a project or investment is likely to generate, relative to its costs. If a project has a BCR greater than 1, this suggests that the project will generate a positive financial impact, as the present value of the project benefits will exceed the present value of total costs (and vice versa).

Net Present Value	The difference between the present value of income and the present value of expenditure over a period of time. A positive NPV indicates that the projected revenue generated by a project or investment exceeds the anticipated expenditure and is, therefore, likely to be profitable and financially beneficial (and vice versa).

Camping Terms:

Low-Cost Camping	A formally designated camping site with basic facilities typically charged at below market or commercial rates
Recreational Vehicle (RV)	A motor vehicle designed for recreational dwelling purposes, which is typically equipped with living facilities (i.e. bed, toilet, sink, etc.). Types of RVs include motorhomes, campervans, coaches, caravans, etc.
RV Dump Point	A dump point is where RV travellers dispose of their waste – including grey water (wastewater) and black water (sewerage)
North of Geelong (or Geelong's North)	The area of the municipality that is north of the urban centre. This includes the area from Rippleside Park (north of the CBD) to the northern boundary.
Commercial Camping	A caravan park providing facilities at market commercial rates for the overnight provision of parking or camping for RVs or other camping product.
Non-commercial camping	A camping facility utilised by RVs or other camping product, provided at no cost or a fee heavily below market commercial rates

Operating Model Terms:

Committee of Management	Council delegates some of its responsibilities to special committees made up of Councillors, Council staff, and members of the community. These are known as Section 86 Committees of Management and are operated according to the Local Government Act (1989). The role of a committee of management is to 'manage, improve, maintain and control' public facilities.
Not-for-Profit Organisation	Not-for-profit organisations do not earn profits for its owners. All the money earned by or donated to a not-for profit entity is used in pursuing the organisation's objectives and keeping it running. NFP's are governed based on formal documents that set out: the organisation's purpose and the way the organisation is governed, operates and makes decisions. A NFP can be set up in a variety of ways, either as a community or professional organisation, or as a legal entity (such as a company limited by guarantee or incorporated association)

KEY FINDINGS

VIABILITY

Community Sentiment

86%

of local residents surveyed were **supportive** of the establishment of a low-cost camping site in Geelong's North

Identified benefits associated with low-cost camping

Commercial benefit for **local businesses**

Supports future **RV travellers** on the Spirit of Tasmania

Increases in **visitation** and **visitor spend**

Market Trends and Sentiment

There has been substantial growth in the non-commercial camping market at a local, state and national level in recent years

There is a **gap** in **camping accommodation** and **RV infrastructure** in Geelong's North

74%

of RV travellers surveyed **prefer to stay** at **low-cost camping accommodation** with basic amenities, to support self-sufficient journeys

96%

of RV travellers surveyed would be **encouraged to visit** and explore the Geelong region if a low-cost camping site was **established**

FEASIBILITY

Recommended Location:
Seagull Paddock
North Geelong

Benefits:

- Proximity to Geelong Port and the ability to capture RV travellers on the Spirit of Tasmania
- Proximity to food retail, which will support local consumption and flow-on economic benefits;
- Potential to leverage existing water and sewer infrastructure at the site
- Vacant site that interfaces with industrial land (and does not impact resident amenity)

Recommended Operating Model:
Outsource to existing not-for-profit organisation - **Campervan & Motorhome Club of Australia (CMCA)**

Benefits:

- Experience managing low-cost camping accommodation
- CMCA provides up-front capital funding and ongoing operating costs (subsidised by camping revenue)
- Council is not financially responsible for development or operation of the site
- Site custodian is a CMCA volunteer (which reduces staffing costs)

Cost-Benefit Analysis

	Scenario 1 (12% occupancy)	Scenario 2 (20% occupancy)	Scenario 3 (50% occupancy)
Visitor Impact	4,380	7,300	18,250
Construction cost	$97,000		
Operating Profit/(Loss)			
Year 1	$1,090	$17,150	$77,375
Year 10	$1,361	$21,418	$96,631
Return on Investment			
NPV	-$88,540	$36,111	$503,550
BCR	0.7	1.1	2.8
Visitor Expenditure Impact			
Year 1	$289,080	$481,800	$1,204,500
Year 10	$361,021	$601,702	$1,504,255

Economic Benefits

Short-term Construction Phase			
Economic Output	$0.2M		
Ongoing Operational Phase (p.a.)			
Economic Output	$0.6M	$1M	$2.4M
Employment	2	5	13

EXECUTIVE SUMMARY

ENGAGEMENT

Tourism Greater Geelong and The Bellarine (TGGB) commissioned Urban Enterprise to undertake the following works:

- Review the caravan and camping market and implications for the Geelong municipality; and
- Examine the opportunity to establish a low-cost camping site, as well as a publicly accessible Recreational Vehicle (RV) dump point, in the north of Geelong.

BACKGROUND

In July 2021, the CoGG passed a notice of motion to consider the provision of low-cost camping in Geelong's north (including a publicly accessible dump point). This was driven by several considerations that are summarised below:

- There is a growing market of 'self-sufficient' campers that prefers free or low-cost camping options that Council has not adequately engaged with to-date;
- These visitors are likely to bypass Geelong due to a lack of suitable 'low cost' camping options and supporting infrastructure;
- Providing suitable facilities and infrastructure to capture 'low cost' campers will allow Geelong to harness the value of this market segment, including increased visitation and visitor expenditure, which will support small business trade; and
- A low-cost camping option will also be able to service the Spirit of Tasmania visitors and avoid illegal parking of RVs (which will mitigate the concerns of residents).

TOURISM CONTEXT

Greater Geelong is strategically located to Melbourne's west and is at the gateway to south-west Victoria, which includes tourism destinations such as the Great Ocean Road. The high-quality visitor amenity and location make Geelong one of the most popular regional destinations in Victoria, attracting over 6 million visitors annually and generating direct visitor spend on $1.1 billion p.a.[1]

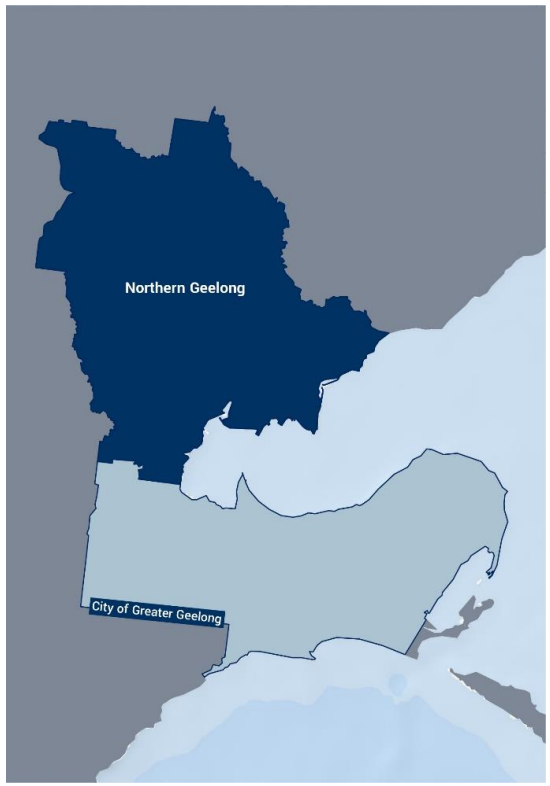
The municipality has many strategic advantages that would support non-commercial camping and a dump point for RV users. This includes its proximity to Melbourne and accessibility (via major transport routes) for RV visitors travelling Western Victoria, particularly the Great Ocean Road. This makes Geelong a gateway destination and an ideal 'stopover' point for the caravan and camping market.

While the visitor economy has traditionally been driven by coastal destinations in the south, as well as the urban centre, there is increasing tourist activity occurring in the north of Geelong. This is driven by a growing number of major events in the north of Geelong – including the Australian International Airshow, Lara Food and Wine Festival – as well as proximity to nature-based assets – including the You Yangs and Serendip Sanctuary.

The northern areas of the municipality are likely to be further activated with the impending commencement of the Spirit of Tasmania, which will see an influx of RV travellers at Geelong Port (approx. 25,000 RVs p.a.). SoT is also currently building two new larger vessels to replace its existing fleet, with expected completion in 2023-24. Therefore, the north has been identified as the preferred area of the municipality to deliver new camping accommodation and facilities to support visitor economy growth. The northern part of Geelong, as defined in this project, includes the area north of the urban centre. This is illustrated in Figure F1.

[1] National and International Visitor Survey, Tourism Research Australia, 2010-2019 YE Dec

F1. NORTH OF GEELONG



Source: Urban Enterprise, 2022

MARKET ASSESSMENT

A detailed market assessment was prepared to provide the evidence base for the project, including an analysis of key demand and supply trends, as well as visitor preferences.

Macro Indicators and Trends

The following indicators demonstrate significant growth occurring in the caravan and camping market both nationally and across Victoria[2]

- **14M caravan and camping trips NATIONALLY in 2019 (+9% YoY growth)**
- **3.5M caravan and camping trips in VICTORIA 2019 (+14% YoY growth)**
- **$8B visitor expenditure NATIONALLY in 2019 (+18% YoY growth)**
- **$1.4B visitor expenditure in VICTORIA in 2019 (+20% YoY growth)**
- **NATIONAL RV registration growth of 216k (+5% p.a.) from 2015-21**
- **VICTORIAN RV registration growth of 40k (+4% p.a.) from 2015-21**

Caravan and camping growth across Regional Australia and Victoria provides opportunities for regional destinations to capture this market growth and generate value-add to the local economy.

Visitor Demand[3]

Between 2015-19, an annual average of approx. 64,000 visitors (8% of overnight stays) stayed in camping grounds or caravan parks in Greater Geelong, including:

- 48,000 (6%) in commercial caravan and camping accommodation; and
- 16,000 (2%) in 'non-commercial' caravan and camping accommodation.

[2] Caravan and Camping State of Industry, Caravan Industry Association of Australia, 2020 (note: this is the most recent published data, showing the market prior to the onset of the COVID-19 pandemic); and https://caravanstats.com.au/accommodation-stats/

[3] *Note: the following provides data for 2019 to account for the visitor economy prior to the onset of COVID-19, which severely restricted travel through 2020 and 2021.*

Based on average spend of $66 per visitor per day, the non-commercial camping market currently contributes an average of **$1.4 million** annually in Geelong, which provides additional flow-on economic benefits to the region.

Comparing the five-year averages from 2010-14 to 2015-19, the total caravan and camping visitor market is estimated to have **increased by an average of 17,000 p.a. (or 36%)**. This is driven by growth of +12,000 visitors to *non-commercial* caravan and camping grounds, which increased at a greater volume than commercial visitors (+5,000).

As the non-commercial camping market increases in Greater Geelong, the region will need to provide an accompanying increase of camping accommodation and facilities to meet demand. Further detail on existing establishments is provided in Section 3.

Market Research

Market research was conducted with the Campervan and Motorhome Club of Australia (CMCA) membership base to identify the potential market for a low-cost camping site in Geelong. A total of 595 responses were received, with key findings summarised as follows:

- **The RV market is predominantly older**, adult couples (i.e. grey nomads) with significant time spent each year on long camping journeys;
- Many RV travellers choose to **stay at unpowered and non-commercial camping sites** (with basic facilities such as a dump point and water), as the market preference is to undertake self-sufficient journeys, which are supported by self-contained RVs. These visitors are not the target market for commercial caravan parks as these facilities offer a different range of advanced amenities (i.e. playground, pool) that are not utilised.
- Most respondents indicated a **willingness** to visit a suitable low-cost camping site in Geelong over the next two years, and are prepared to pay a **nominal (i.e. low-cost) fee** for overnight stays.

In addition, a community survey was undertaken to obtain feedback from residents on the implications (and level of support) in establishing a low-cost camping site and RV dump point in the region. A total of 405 residents responded to the survey, with the majority (86%) **supportive of the concept** and understanding the **benefits** this could help realise, including: commercial benefits for local businesses, supporting RV visitors travelling on the SoT, and supporting visitor economy growth (through increases in visitation and associated spend).

Comparable Product Assessment

An audit of comparable product in the region was undertaken, including an audit of existing caravan and camping accommodation, as well as RV dump points. The purpose of this analysis is to identify product and infrastructure gaps that could be met by a new camping site and RV facilities, for the purpose of supporting growth in market share.

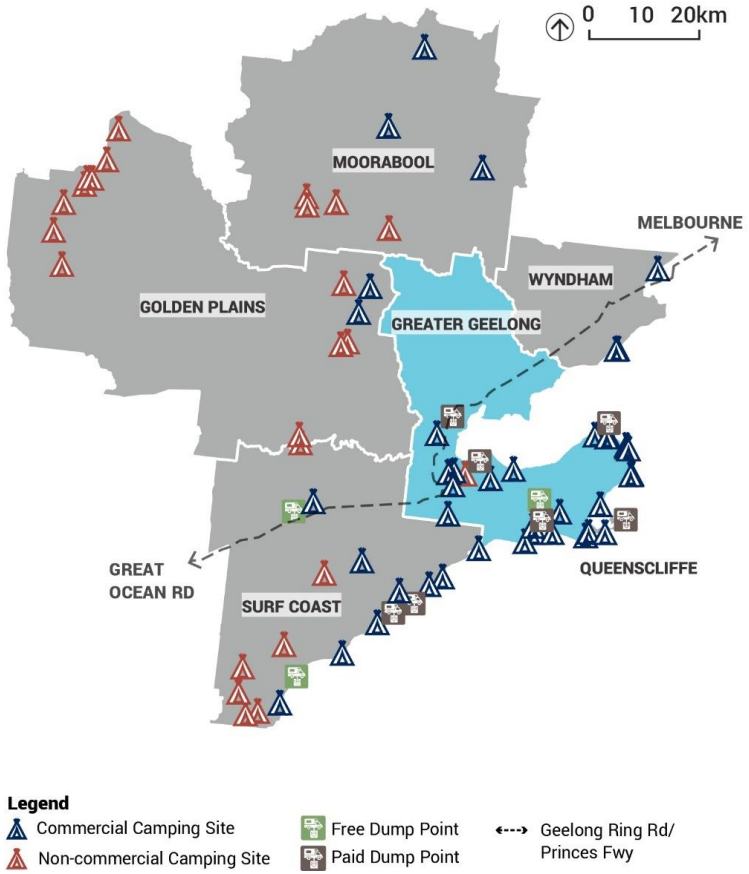
An analysis of supply in Greater Geelong demonstrated that:

- All except one the 26 identified caravan and camping sites are 'commercial', with almost all located either south of the urban centre, or across coastal communities, creating a **gap in facilities** in Geelong's north.
- With only one non-commercial site in the municipality (located in the south), this results in **'non-compliant'** camping by the non-commercial market in undesignated sites and also **drives out** this market to other municipalities – creating a loss in visitation and associated expenditure benefits.
- There is also a single free dump point located in Ocean Grove. However, without a facility in the north or along the main transport route, the provision of a free dump point provides an **opportunity to capture** RV travellers in transit both towards Melbourne and the Great Ocean Road/Western Victoria.

In addition, non-commercial camping visitors are better serviced by facilities in neighbouring municipalities, with a larger supply of free (or low-cost) accommodation that would cause the market to bypass Geelong. There is also a lack of competing free RV dump points in other LGAs, which again provides an opportunity for Geelong to capture RV travellers in transit across the state.

A summary of the supply audit is illustrated in the map below.

F2. SUPPLY AUDIT – REGIONAL ANALYSIS



Source: Urban Enterprise, 2022

STRATEGIC CONSIDERATIONS AND RECOMMENDATIONS

The following outlines the opportunities, potential issues for consideration, as well as the recommendations for further analysis with regard to a low-cost camping site. This draws on the market analysis, consultation and market research.

OPPORTUNITIES:

- **Capturing the 'non-commercial' RV camping market (including SoT travellers)**
- **Servicing the needs of the 'non-commercial' camping market**
- **Meeting a gap in camping accommodation and infrastructure in Geelong's north**
- **Supporting tourism activation in Geelong's north**
- **Generating associated tourism branding benefits for the RV market (i.e. supporting 'RV Friendly City' accreditation)**
- **Supporting compliance with local camping laws by providing facilities to reduce illegal RV camping (and minimise impact on residents and Council resources)**
- **Promoting economic recovery and commercial benefits through increased visitation and associated expenditure benefits**

ISSUES AND RISKS:

- **Risk of competition if located in the immediate vicinity of other commercial establishments**
- **Community and amenity impacts associated with site operation (e.g. traffic, congestion, waste)**
- **Environmental impacts need to comply with relevant regulation, including site development on open spaces and management of waste and sewerage**
- **Funding implications for ongoing maintenance costs and infrastructure**

RECOMMENDATION

On balance, there is enough evidence to suggest that the benefits of a low-cost camping site (and RV dump point) in the north of Geelong will outweigh the costs to the region. However, its success will be largely dependent on the location and operating model.

A feasibility analysis was subsequently conducted to examine the viability and impact of low-cost camping and an accessible dump point and has been included on the following pages

FEASIBILITY ANALYSIS

Project Concept

To prepare the feasibility analysis, the project concept was confirmed by identifying the site concept, preferred location and preferred operating model.

1. Accommodation Description

The following concept was identified, including supporting infrastructure, amenity and costs, based on market research as well as discussions with accommodation providers.

T1. LOW-COST CAMPING CONCEPT

Element/Component	Description
Area	Approx. 1 hectare
Capacity	Approx. 50 unpowered sites (50 sqm per site[4])
Infrastructure/Amenity[5]	• Dump point • Potable water • Toilets (septic or flushable) • BBQ • Shelter/Picnic facilities • Caretaker site • Fencing/signage • Internal driveway and roads

Source: Various, derived by Urban Enterprise, 2022

Given that low-cost camping is non-commercial in nature, the average charge is typically set at a rate to offset ongoing costs (rather than to generate a profit). Using existing rates at CMCA-operated parks as the benchmark, the average charge for the low-cost camping site is assumed to be **$11 per site/per night**. This factors in both member and non-member rates, based on average site density of two people[6].

Other elements to consider for the low-cost camping site include:

- Providing a **full-time equivalent caretaker** to maintain the park, service visitors and assist with operations on a daily basis. The operating model (explored later in this report) will help determine whether this role is a volunteer, or a paid employee, which will impact the level of ongoing costs; and
- Imposing a **maximum stay limit** (to avoid permanent tenants) of around 48 hours/2 nights per visit, which will also allow turnover to accommodate incoming and outgoing SoT travellers.

2. Preferred Site Location

The preferred location of the low-cost camping site and RV dump point was identified via an assessment of the following three sites (following input from industry, community and government stakeholders).[7]

- Lara Recreation Reserve;
- Seagull Paddock, North Geelong; and
- Doug Simpson Reserve, Lara.

Figure F3 (overleaf) illustrates the location of these sites in the context of the municipality.

Each of the identified sites were assessed using a set of defined criteria to help determine the relative advantages and disadvantages of the locations. Each criterion received a score from 0 to 2[8], with the overall highest score determining the preferred location.

[4] https://durrasnorthpark.com.au/camping/camping-grounds-nsw/

[5] This level of infrastructure reflects the minimum expectations of the market per the CMCA industry survey.

[6] For two people, member rates are $7 per site/per night and non-members $15 per site/per night.

[7] These sites were included in the assessment based on tenure (i.e. Council-owned land) and vacancies (i.e. no existing uses).

[8] 0 = does not meet criteria, 1 = partially meets criteria; 2 = meets the criteria

F3. SITE LOCATION OPTIONS

Source: Urban Enterprise, 2022

The assessment, which is detailed in Table T2, shows ***Seagull Paddock*** as the preferred location for the low-cost camping site (and RV dump point), which is attributed to the following factors:

- Proximity to Geelong Port and the ability to capture RV travellers on the SoT;
- Proximity to nearby restaurants/cafes, which will support local consumption and flow-on economic benefits;
- High level of accessibility for RV travellers via the adjacent Princes Highway;
- Potential to leverage existing water and sewer infrastructure at the site, as well as existing dump point infrastructure, to support efficient and cost-effective development of relevant facilities;
- Minimal impact to resident amenity, given that the site interfaces with industrial land and is not in proximity to residential housing; and
- There are no significant environmental risks, planning risks, or risks to key stakeholder that will constrain site development and operation.

In addition, the Seagull Paddock site is not located in the direct vicinity of competing commercial establishments which would limit direct competition.

T2. SITE ASSESSMENT

Criteria	Lara Recreation Reserve	Seagull Paddock	Doug Simpson Reserve
Proximity to retail/ hospitality businesses (1km)	2	2	0
Proximity to Geelong Port	1	2	1
High degree of accessibility and connectivity	2	2	2
Provision of infrastructure services	1	2	2
Reduces Risk to Key Stakeholders	1	1	1
Total Score	**7**	**9**	**5**
Ranking	**2**	**1**	**3**

Note: these assessments are qualitative and subjective; based on local knowledge, stakeholder consultation and desktop research.

3. Preferred Operating Model

The management of the site will have a significant impact on its operation and viability, as it will influence site development, maintenance, promotion, business planning and responsibility for capital and operating costs. Drawing on the consultation and industry research, the following three operating models were identified and assessed:

T3. OPERATING MODEL OPTIONS

Operating Model	Description
1. Direct Council Management	Council assumes responsibility as the accommodation provider, including the management and operation of the camping site and facilities. Council would be responsible for providing resources (inc. staff and budget) to develop infrastructure, maintain the site on an ongoing basis and promote it to potential users
2. Committee of Management (section 86).	Council delegates operating responsibility to a special Committee of Management (CoM) made up of Councillors, Council staff, and members of the community. These responsibilities are typically included in a formal agreement and monitored by Council, which is ultimately responsible for all CoM decision-making and addressing any shortfalls in funding.
2. Outsourcing operation to an existing NFP organisation	The Campervan and Motorhome Club of Australia was identified in the consultation as the preferred NFP entity, as they have previously expressed interest with Council in managing a site in Geelong. This organisation has the relevant knowledge and experience in providing low-cost camping accommodation, as it currently operates 11 low-cost camping sites across Australia. CMCA and has also previously lobbied Council to manage a site in Geelong. The model used by CMCA involves: • Leasing Council land at peppercorn rates; • Using its internal budget to fund the infrastructure and facilities; • Providing a volunteer custodian to manage the site and provide oversight; and • Using the camping revenue to subsidise ongoing maintenance costs (so the site operates at a break-even level).

The assessment of each model was rated against several criteria, which received a score from 0 to 2[9], with the overall highest score determining the preferred operating model. The assessment, which is detailed in Table T4, shows the preferred operating model is to ***Outsource operation to CMCA***, as this provides the following benefits:

- Reduces the financial burden on Council resources by providing up-front capital funding and managing the site through camping revenue (ie no setup or operational costs to Council);
- Provides organisational expertise and a successful track-record of managing low-cost camping sites;
- Promotion through CMCA membership and existing marketing collateral;
- Ability to operate independently and flexibly to meet market needs;
- The ability to engage a volunteer custodian from its membership base (rather than employ a paid staff member) reduces the financial costs of operation; and
- Limiting the overall financial and operational risk to Council by outsourcing management and decision-making to an external NFP.

T4. OPERATING MODEL ASSESSMENT

Criteria	Direct Council Management	Committee of Management	Outsourcing operation to CMCA
Financial Capacity	1	0	2
Organisational Expertise	0	2	2
Implementation	1	0	2
Marketing/promotion	2	1	2
Impact on Visitation	1	1	2
Reduces Risk to Council	0	1	1
Total Score	**5**	**5**	**11**
Ranking	**=2**	**=2**	**1**

Note: these assessments are qualitative and subjective; based on local knowledge, stakeholder consultation and desktop research

[9] 0 = does not meet criteria, 1 = partially meets criteria; 2 = meets the criteria

Cost-Benefit Analysis

A financial model was prepared for the development and operation of the recommended option over a 10-year period. This details the estimated cashflow results, as well as the expected Return On Investment (ROI), which is assessed via the Net Present Value (NPV) and Benefit Cost Ratio (BCR).

This model draws on key variables, including demand projections, project costs and benefits (i.e. camping revenue).

The cost-benefit results (for CMCA) are summarised in Table T5, which was based on the following occupancy scenarios to test the model for areas of risk:

- **Scenario 1 (12% average occupancy p.a.)** – This is a conservative scenario based on average annual occupancy rates for unpowered sites in Victoria for 2019 and 2021[10].
- **Scenario 2 (20% average occupancy p.a.)** – This is based on average occupancy rates across all 11 low-cost camping sites operated by CMCA.
- **Scenario 3 (50% average occupancy p.a.)** – This is based on the highest level of occupancy received by CMCA at its most popular camping site, demonstrating the potential 'upper limit' rate of visitation to the site.

All occupancy scenarios demonstrate that it is **financially viable** for CMCA to operate the low-cost camping site in Geelong (at the Seagull Paddock site). Regarding the project costs and benefits, ***direct setup and ongoing costs are borne by CMCA, with Council not financially responsible for site development of operation***.

Although the BCR is less than 1 and the NPV is negative for Scenario 1, the camping revenue is sufficient enough to generate operating profits (which *excludes staffing costs* as the site custodian is a CMCA volunteer) and subsidise ongoing costs, which is the primary financial objective of this operating model (rather than pursuing profit or recouping upfront capital investments). In addition, the resultant visitor expenditure catalysed by spend on non-accommodation items will provide a substantial ROI through flow-on economic benefits.

Furthermore, the higher occupancy rates in Scenarios 2 and 3 are likely to generate a more significant ROI, demonstrated by a positive NPV and BCR greater than 1. Under these scenarios, the higher levels of camping revenue will offset the upfront capital expenditure for CMCA and make the project a more valuable proposition.

Importantly, the resultant visitor expenditure catalysed from operation will also increase the value of the visitor economy and generate flow-on economic benefits for the region.

T5. COST-BENEFIT RESULTS

	Scenario 1 (12% occupancy)	Scenario 2 (20% occupancy)	Scenario 3 (50% occupancy)
Annual Visitors	4,380	7,300	18,250
Camping Revenue - Year 1	$24,090	$40,150	$100,375
Camping Revenue - Year 10	$30,085	$50,142	$125,355
Operating Expenditure - Year 1	$23,000	$23,000	$23,000
Operating Expenditure - Year 10	$28,724	$28,724	$28,724
Capital Expenditure	$97,000	$97,000	$97,000
Operating Profit/(Loss) - Year 1	$1,090	$17,150	$77,375
Operating Profit/(Loss) - Year 10	$1,361	$21,418	$96,631
NPV	-$88,540	$36,111	$503,550
BCR	0.7	1.1	2.8
Visitor Expenditure Catalysed:			
Year 1	$289,080	$481,800	$1,204,500
Year 10	$361,021	$601,702	$1,504,255

Source: Urban Enterprise, 2022; An inflation rate of 2.5% p.a. is applied to operating costs and average visitor spend over the 10-year cashflow period

[10] https://caravanstats.com.au/accommodation-stats/ (note: the 2020 calendar year was excluded due to COVID-19 restrictions on population movements, which impacted the occupancy rates for accommodation).

Economic Impact Assessment

For each occupancy scenario, the development and operation of the low-cost camping site is likely to have a **positive impact** on the Greater Geelong economy, as detailed in Table T6. This demonstrates the total impact (i.e. direct and indirect benefits) in terms of job creation and increases to economic output as follows:

- Short-term construction benefits of $200,000 in additional economic output (for all scenarios) generated by the direct construction investment of $97,000[11]; and
- Ongoing benefits during site operation generated by additional visitor expenditure, ranging from $600,000 in output and 2 jobs created (Scenario 1), to $2.4 million in output and 13 jobs created annually (Scenario 3).

T6. ECONOMIC IMPACT ASSESSMENT

	Scenario 1 (12% occupancy)	Scenario 2 (20% occupancy)	Scenario 3 (50% occupancy)
SHORT-TERM CONSTRUCTION PHASE			
Economic Output	$0.2M		
ONGOING OPERATIONAL PHASE			
Economic Output	$0.6M	$1M	$2.4M
Employment	2	5	13

Source: Urban Enterprise, 2022; Note: The ongoing impact is based on Year 1 of operation only. Economic benefits will continue to accrue annually and will increase in line with changes to visitor spend over time (due to inflation).

[11] The scale of investment is not sufficient enough to support additional employment

PART A:

BACKGROUND RESEARCH AND ANALYSIS

1. INTRODUCTION

1.1. ENGAGEMENT

Tourism Greater Geelong and The Bellarine (TGGB) commissioned Urban Enterprise to undertake the following works:

- Review the caravan and camping market and implications for the Geelong municipality; and
- Examine the opportunity to establish a *low-cost* camping site, as well as a publicly accessible Recreational Vehicle (RV) dump point, in the north of Geelong.

1.2. PROJECT BACKGROUND

The following outlines the background to this project and key drivers for the engagement.

COUNCIL NOTICE OF MOTION

In 2013, the City of Greater Geelong (CoGG) passed a notice of motion to promote and encourage RVs to the municipality. This led to the development of two background reports that examined the RV market:

- RV Friendly Town Review (City of Greater Geelong).
- RV Friendly City – Implications & Considerations (Report for Geelong Otway Tourism[12]).

In July 2021, the CoGG passed a Notice of Motion that identified the need to update these assessments – to account for the development of the RV market – and consider the provision of low-cost camping in Geelong's north (inc. a publicly accessible dump point). This was driven by the following considerations:

- There is a growing market of 'self-sufficient' campers that prefers free or low-cost camping options that Council not adequately engaged with to-date;
- These visitors are likely to bypass Geelong due to a lack of suitable 'low cost' camping options and supporting infrastructure (e.g. a publicly accessible dump point);
- Providing suitable facilities and infrastructure to capture 'low cost' campers will allow Geelong to harness the value of this market segment, including increased visitation and visitor expenditure, which will support small business trade; and
- A low-cost camping option will also be able to service the Spirit of Tasmania visitors and avoid illegal parking of RVs (which will mitigate the concerns of residents).

SPIRIT OF TASMANIA

The Victorian location for the Spirit of Tasmania (SoT) is transitioning from Port Melbourne to Geelong Port, to commence from October/November 2022. This was the result of market research into new and experienced SoT travellers, which outlined the issues with the current set-up in Melbourne, including lack of parking, visitor services and amenity.

Conversely, a range of opportunities were identified for re-locating to an urban location in regional Victoria, including the ability to provide dedicated visitor facilities (and parking), allowing visitors to detour Melbourne traffic and promote regional exploration for visitors.

More specifically, the SoT transports over 25,000 RVs p.a. (approx. 450,000 passengers), which is expected to grow in line with future vessel capacity increases. This will create the need for camping and parking facilities in the region to cater to future RV travellers. The market implications of the SoT for a low-cost camping site is explored later in this report.

[12] This organisation has since transitioned to TGGB

1.3. CONSULTATION

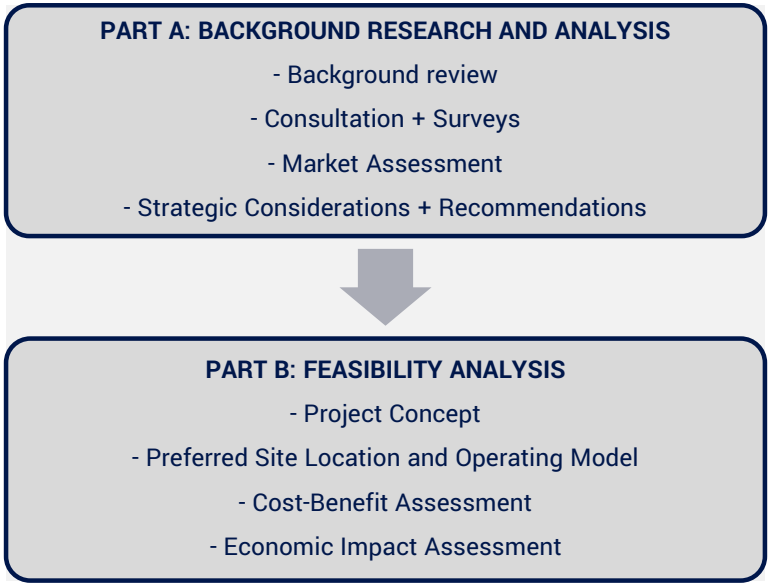
Urban Enterprise undertook consultation with relevant stakeholders to identify potential issues and opportunities related to the provision of low-cost camping in the north of Geelong. This included consultation with the following stakeholders:

- Tourism Greater Geelong and The Bellarine officers
- CoGG Councillors;
- CoGG officers;
- Lara Care Group;
- Barwon Water;
- Geelong Ports;
- Visit Victoria;
- Great Ocean Road Regional Tourism;
- Ballarat Council officers;
- Big4 Bellarine;
- El Dorado Tourist Park;
- Bellarine Bayside;
- Barwon Coast;
- Campervan and Motorhome Club of Australia (CMCA);
- Caravan Industry Association of Australia (CIAA);
- The Caravan Trade & Industries Association of Victoria (CIA VIC);
- Spirit of Tasmania; and
- Geelong Showgrounds.

In addition, market research was conducted with CMCA members and the Geelong community to better understand the market and community impact of the project.

1.4. REPORT STRUCTURE

The following approach was undertaken to complete this study.



2. PROJECT CONTEXT

2.1. OVERVIEW

This section provides an overview of the key factors influencing project development, including supporting documents, the locational context of Geelong and tourism trends.

2.2. STRATEGIC CONTEXT

A range of documents were examined in Table T7 to provide context, background and supporting information for this project. These are detailed in the following pages

T7. STRATEGIC CONTEXT

Document	Relevant Findings	Project Considerations
RV Friendly Town Review (City of Greater Geelong, 2013)	• This report provided a detailed audit of the RV market in Geelong, including accommodation and dump points available in the municipality. • A total of 26 caravan/holiday parks, with over 1,700 sites for RVs and campers, were identified, as well as three RV dump sites. Almost all these facilities were located in the southern part of the municipality (i.e. south of the urban centre), with additional short-term parking options explored across southern locations only.	• This report identified a historic and current gap in RV facilities in the north of Geelong – including camping sites and accessible dump points – which is explored as part of this project. • The provision of suitable accommodation in the north is designed to meet market needs, specifically for the caravan and camping market, and activate the tourism industry in the area.
RV Friendly City – Implications & Considerations (Report for Geelong Otway Tourism, 2013)	• This report demonstrated the significant growth occurring in the RV visitor market and the need for strategic direction – at a local level – to manage associated issues and capture the benefits that this market can accrue. • There is a focus on the trend for free and non-commercial camping, particularly for experienced RV users seeking to minimise costs during long journeys. • Provision of appropriate facilities that services campers seeking free (or low-cost) accommodation provides economic benefit for the local area (and stimulates the tourism industry).	• This project explores opportunities to meet the needs of all camping markets, particularly RV travellers that prefer non-commercial (i.e. low-cost or free) accommodation with basic facilities. • Information taken from this report provides an indication as to the types of facilities required (i.e. dump point) and potential impacts, including economic and social benefits. These impacts are tested in the feasibility analysis.
Understanding the Spirit of Tasmania Traveller (Hall & Partners 2021)	• This report, based on qualitative research, was used to identify the issues and opportunities associated with the transition of the Spirit of Tasmania from Port Melbourne to Geelong Port. • This included an understanding of the benefits of this re-location, including the logistical benefits from avoiding metropolitan traffic and promoting visitation and exploration across the Geelong region.	• The provision of a low-cost camping site will be designed to service SoT travellers by providing short-term parking options for RVs both prior and after travel. • The project will also leverage increased RV visitation to Geelong (via the SoT) and provide suitable accommodation proximate to Geelong Port to promote overnight stays and exploration in the north of Geelong. • This will help grow the visitor economy through increased visitation and associated expenditure benefits, as well as support tourism activation in the northern areas of the municipality.

Document	Relevant Findings	Project Considerations
The City of Greater Geelong Council Plan 2018–22	• A key strategy of the Council Plan is to 'Grow our tourism and events'. • More specifically, this includes providing upgrades to visitor facilities, experiences and accommodation, for the purposes of increasing visitation, expenditure and achieving flow-on economic benefits (such as job creation).	• This project is specifically designed to provide quality visitor facilities and accommodation – through low-cost camping and an accessible RV dump point. • The purpose of this is to better service the RV market and capture more of these visitors to generate increases in expenditure and associated economic benefits.
The City of Greater Geelong Sustainability Framework 2020	• The Sustainability Framework outlines how Council can achieve the best outcomes for people, environment and the economy by embedding sustainability across all decision-making. • This includes a focus on key priority areas such as protecting the environment, enhancing community wellbeing and promoting responsible and transparent business.	• The development of the low-cost camping site and supporting infrastructure will consider and support the sustainability framework. • In particular, the site assessment (Section 5.3) will consider environmental implications and ensure community wellbeing is maintained, while the operating model assessment (Section 5.4) will ensure the managing entity undertakes sustainable and responsible practices.

Tourism Greater Geelong and The Bellarine Corporate Plan 2021-25	• The vision for TGGB is to develop Geelong and The Bellarine into "a world-class inclusive destination that inspires visitors to create memories and depart with a desire to return."
	• To achieve this vision, TGGB promotes developments and initiatives that supports the four identified areas of success:
	  ○ *Visitors (enhance visitor sentiment)*
	  ○ *Community (Improve quality of life and community satisfaction)*
	  ○ *Industry (promote industry prosperity and growth)*
	  ○ *Destination* (provide a sustainable direction for future visitors)
		• The development of a low-cost camping site will increase visitors (inc. RV users) to Geelong, through provision of suitable infrastructure and amenities. This is designed to attract both new visitors and promote repeat visitation.
		• In addition, the project will align to the four areas of success by:
		  ○ Promoting enhanced visitor experiences;
		  ○ Ensuring community needs are met through ongoing consultation in the development of low-cost camping;
		  ○ Delivering economic and commercial benefits to industry via increases in visitation and associated expenditure impacts; and
		  ○ Providing a sustainable destination – through extensive site selection and identifying the optimal operating model – that can support the visitor economy and community over the long-term

Source: Various, compiled by Urban Enterprise, 2022

2.3. LOCATIONAL CONTEXT

The Greater Geelong municipality is strategically located to Melbourne's west and is at the gateway to south-west Victoria, which includes tourism destinations such as the Great Ocean Road and other coastal communities.

The region has high levels of accessibility through major transport and freight nodes, which supports connectivity for residents, visitors, students and employees, including:

- Avalon International Airport and Geelong Port;
- V/line connections (including major stations in Central Geelong); and
- The Princes Freeway (connecting Melbourne to Geelong's north).

This provides many strategic advantages in terms of tourism, including access to Melbourne markets, inter/intrastate markets and international markets, providing significant opportunity for visitor economy growth.

The locational and regional context for Greater Geelong is illustrated in Figure F4.

F4. GREATER GEELONG REGIONAL CONTEXT

Source: Urban Enterprise 2022

2.4. TOURISM CONTEXT

Note: the following provides data up to 2019 to demonstrate the visitor economy profile prior to the onset of COVID-19, which severely restricted travel through 2020 and 2021.

The Greater Geelong visitor economy provides an important contribution to economic growth, generating **$1.4 billion** in total output (5%) and supporting **9,295 local jobs** (8%)[13].

In 2019, Greater Geelong received **6.2 million** visitors (10% of total visitation to Regional Victoria), driven by domestic daytrip (73%) and domestic overnight (26%) visitors, with a small proportion of international visitors (1%). Visitation has significantly increased over the past 10 years, growing by 2.5 million visitors annually or 6% p.a., driven by 'holiday' (46%) visitors and 'visiting friends and relatives' (39%).

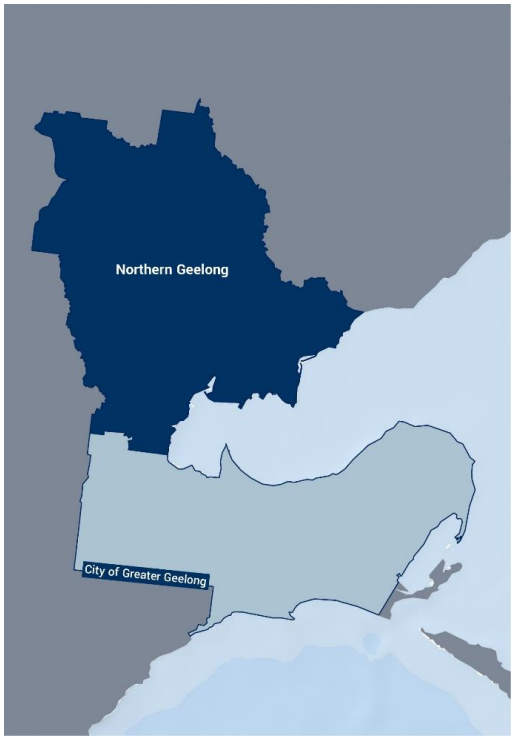
These visitors generated a total of **$1.1 billion** in direct visitor spend for 2019 (8% of total visitor spend in Regional Victoria), with over 50% of total spend generated by the domestic overnight market[14]. This makes the City one of the largest regional destinations in Victoria in terms of total visitation as well as visitor economy value.

The strengths of Greater Geelong as a regional destination are based on high-quality visitor amenity and diversity of product, ranging from entertainment/leisure experiences in urban centres to natural assets and attractions in rural areas. Importantly, the municipality is in an advantageous position to attract interstate and intrastate visitors and serve as a 'gateway' to Melbourne, the Great Ocean Road and/or other destinations in Western Victoria.

While the visitor economy has traditionally been driven by coastal destinations in the south, as well as the urban centre, there is increasing tourist activity occurring in the north of Geelong. This is driven by a growing number of major events – including the Australian International Airshow, Lara Food and Wine Festival – as well as proximity to nature-based assets – including the You Yangs and Serendip Sanctuary.

The northern areas of the municipality are likely to be further activated with the impending commencement of the Spirit of Tasmania, which will see an influx of RV travellers at Geelong Port. Therefore, the north has been identified as the preferred area of the municipality to deliver new camping accommodation and facilities to support visitor economy growth. The northern part of Geelong, as defined in this project, includes the area north of the urban centre. This is illustrated in Figure F5.

F5. NORTH OF GEELONG



Source: Urban Enterprise, 2022

[13] Includes direct and indirect impacts.

[14] National and International Visitor Survey, Tourism Research Australia, 2010-2019 YE Dec

2.5. KEY FINDINGS

- **The project supports the findings of background research reports that demonstrates the opportunities that exist in the region for the provision of a low-cost camping site and accessible RV dump point.**
- **Provision of low-cost camping will also support a range of government strategies aimed at enhancing tourism infrastructure, grow the visitor economy and support the development of Geelong as a desirable visitor location (particularly for RV users).**
- **The Greater Geelong municipality has many strategic advantages that would support non-commercial accommodation and a dump point for RV users. This includes its proximity to Melbourne and accessibility (via major transport routes) for RV visitors travelling to Western Victoria, particularly the Great Ocean Road. This makes Geelong a gateway destination and an ideal 'stopover' point for road travellers.**
- **Geelong is a popular regional destination with a diverse range of quality products and amenities to support additional visitors to new accommodation infrastructure. In particular, given the increasing tourist activity occurring in the north of Geelong, combined with notable product gaps, the north has been identified as the preferred area of the municipality to support this project.**

3. MARKET ASSESSMENT

3.1. OVERVIEW

This section provides an overview of the caravan and camping market for Greater Geelong, including demand trends and supply of camping grounds and caravan parks across the region.

3.2. MACRO INDICATORS AND TRENDS

A summary of the key macroeconomic trends within the caravan and camping and RV markets is shown below.

Value of market[15]

	$23B economic output generated in 2019
	5,000 industry jobs supported in 2019

The most recent 'State of the Industry' report provided by the Caravan Industry Association of Australia in 2020, detailed the economic contribution of the caravan and camping market.

Across Australia, this market is worth over $23 billion in economic output and directly supports 5,000 jobs across the industry, which demonstrates the value of the market and the potential to provide significant benefits to local economies.

Growth in the Caravan and Camping Market[16]

	14M trips NATIONALLY in 2019 (+9% YoY Growth) **3.5M trips in VICTORIA 2019 (+14%)**
	$8B visitor expenditure NATIONALLY in 2019 (+18%) **$1.4B visitor expenditure in VICTORIA in 2019 (+20%)**

Across Australia, the number of caravan and camping trips for 2019 exceeded 14 million, representing 9% in year-on-year growth. The number of caravan and camping trips increased across all states and territories, with Victoria (3.5 million trips) experiencing the highest rates of growth (+14%).

Growth in the domestic caravan and camping has outpaced national visitor economy growth in recent years. Importantly, this provides significant benefits to regions, with 30% of all trips in Regional Australia (i.e. outside of capital cities) involving caravanning or camping.

The national market subsequently generated around $8 billion in visitor expenditure, representing significant year-on-year growth of 18%. Victoria provided a significant contribution, generating $1.4 billion in visitor expenditure (+20%).

Destinations that capture this growing caravan and camping market will generate visitor economy growth through associated expenditure benefits.

[15] Caravan and Camping State of Industry, Caravan Industry Association of Australia, 2020 (note: this is the most recent published data, showing the market prior to the onset of the COVID-19 pandemic).

[16] Caravan and Camping State of Industry, Caravan Industry Association of Australia, 2020 (note: this is the most recent published data, showing the market prior to the onset of the COVID-19 pandemic).

Increase in Self-Contained RVs[2]

NATIONAL RV registration growth of 216k (+5% p.a.) from 2015-21

VICTORIAN RV registration growth of 40k (+4% p.a.) from 2015-21

VICTORIAN increase in peak occupancy in unpowered sites by 14 percentage points (Jan 2017 – Jan 2022)

The RV market has also experienced a sustained period of growth, with RV registrations in Victoria increasing by around 40,000 (between 2015-21) at an average rate of 4% p.a. Nationally, RV registrations grew by around 216,000 over the same period, representing annual growth of 5% p.a.

Given that most RVs are self-contained and support self-sufficient trips, subsequent demand for unpowered sites has also increased, particularly for Victoria. Comparing peak occupancy rates for unpowered sites in January 2017 (26%) and January 2022 (40%), this has grown by 14 percentage points, which is the highest rate of growth nationally.[17]

This provides an opportunity for Regional Australia to capture this market through the provision of suitable facilities and RV amenities.

Leveraging the Spirit of Tasmania Market[3]

25k RVs and 450k passengers per annum

Plans to expand capacity by 40% in 2023-24

Source: Various; 1. Caravan and Camping State of the Industry, CIAA 2. Accommodation Insights, CIAA, 2022. 3. Spirit of Tasmania

The Spirit of Tasmania which is set to relocate to Geelong Port in late-2022, receives approximately 450,000 passengers and 25,000 caravans/motorhomes annually (most of which are either self-contained RVs or used for camping purposes). This is likely to result in a significant uplift in visitors to the Geelong region, particularly the caravan and camping market. In addition, many travellers with vehicles will require short-term parking/overnight accommodation – in a proximate location – either prior to departure or after disembarking.

SoT is also currently building two new vessels to replace its existing fleet, with expected completion in 2023-24. The new vessels will expand passenger capacity by 40% to address increasing demand, and be able to accommodate larger RVs, which could see up to an additional 10,000 RVs p.a. visit the Geelong region.

Ensuring the accommodation stock in Geelong can absorb the likely uplift in demand for RV sites will be critical to managing the arrival of SoT (as well as supporting visitor economy growth).

[17] As other states and territories have different peak occupancy months, it was not possible to compare Victoria against other jurisdictions.

3.3. DEMAND ANALYSIS

Note: the following provides data for 2019 to account for the visitor economy prior to the onset of COVID-19, which severely restricted travel through 2020 and 2021.

The following provides a high-level of overview of the caravan and camping visitor market in Greater Geelong, focusing on accommodation demand, key trends and preferences. Where relevant, this market is disaggregated by visitors to *non-commercial* and *commercial camping* facilities to help identify demand implications for the project's target markets. Definition of accommodation terms can be found in the glossary.

Due to the small sample size, data has been presented in 5-year averages to increase the survey sample size and thus improve the reliability of results. Where relevant, benchmarking against the G21 Region and Regional Victoria has been undertaken.

3.3.1. VISITATION AND TRENDS

As detailed in Table T8, most overnight visitors to the municipality stay in private accommodation[18] (64%), followed by commercial (35%). Approximately 64,000 visitors (8%) stay in camping grounds or caravan parks, including:

- 48,000 (6%) in commercial caravan and camping accommodation; and
- 16,000 (2%) stay in 'non-commercial' caravan and camping accommodation.

T8. GEELONG OVERNIGHT MARKET BY ACCOMMODATION TYPE 2015-19

Accommodation Type	2015-19 Ave	%
Private Accommodation	484,000	64%
Non-Commercial Caravan & Camping	*16,000*	*2%*
Commercial Accommodation	266,000	35%
Commercial Caravan & Camping	*48,000*	*6%*
Other	11,000	1%
Total	761,000	100%

Source: National and International Visitor Survey, Tourism Research Australia, 2015-2019 YE Dec

[18] Including private housing, friends/relatives' properties, etc.

Table T9 provides further detail regarding the growth in demand for caravan and camping accommodation. Comparing the five-year averages from 2010-14 to 2015-19, the total caravan and camping visitor market is estimated to have increased by an average of 17,000 p.a. (or 36%), driven by:

- Growth of +12,000 visitors to *non-commercial* caravan and camping grounds; and
- Growth of +5,000 visitors to *commercial* caravan and camping grounds.

T9. GEELONG CARAVAN AND CAMPING MARKET 2010-2019

	2010-14 Ave	2015-19 Ave	Growth (No.)	Growth (%)
Commercial Caravan & Camping	43,000	48,000	+5,000	+13%
Non-Commercial Caravan & Camping	4,000	16,000	+12,000	+327%
Total	47,000	64,000	+17,000	+36%

Source: National and International Visitor Survey, Tourism Research Australia, 2010-2019 YE Dec

Similar growth trends for non-commercial camping accommodation are occurring across Regional Victoria (+600,000 or +79%), as well as the G21 Region (+102,000 or +195%), demonstrating the growing popularity of this accommodation type. At the same time, demand for commercial camping is also increasing strongly, which indicates that both markets will need to be catered – via suitable accommodation – in order to service current and future visitors.

As the non-commercial camping market increases, there will need to be an accompanying increase of non-commercial camping accommodation and facilities to meet demand.

3.3.3. VISITOR EXPENDITURE

Table T10 shows the average daily spend per visitor, as well as total expenditure, for the caravan and camping market in Greater Geelong. For those staying at non-commercial camping, the average spend is **$66 per day**, which includes spend on transport (i.e. fuel), retail, groceries and dining (and minimal to no spend on accommodation. This is almost half the average daily spend for commercial caravan and campers ($130), which also includes accommodation.[19]

Based on the average expenditure per day, as well as average length of stay (ALOS) for each market segment, the caravan and camping market generates an annual average spend of **$18.2 million** (represents around 2% of total visitor spend in Geelong).

Total visitor expenditure is driven by the commercial caravan and camping market (92%), with visitors to free caravan and camping grounds contributing **$1.4 million** p.a. (or 8%) of the total, which is expected given the disparity if average daily spend.

T10. VISITOR EXPENDITURE, CARAVAN AND CAMPING MARKET 2015-19

	Ave Daily Spend Per Visitor	ALOS	Total Spend
Commercial Caravan & Camping	$130[20]	2.7	$16.8M
Non-Commercial Caravan & Camping	$66[21]	1.3	$1.4M
Total			**$18.2M**

Source: Tourism Research Australia, LGA Profiles 2018; Caravan Industry Association of Australia Economic Benefit Report - Spending Patterns of Commercial Campers & Non-Commercial Campers - March 2013

Although non-commercial visitors generate a smaller proportion of visitor expenditure, it still contributes to the total value of the caravan and camping market and, subsequently, the local and regional visitor economy.

3.3.4. VISITOR PROFILE

The following infographic (Figure F6) provides a profile of the camping and caravan market in Greater Geelong (for 2015-19), which has been aggregated to account for small sample sizes. This helps to identify the type of visitor and subsequent visitor preferences that are aligned to the low-cost camping site project.

Key points to note include:

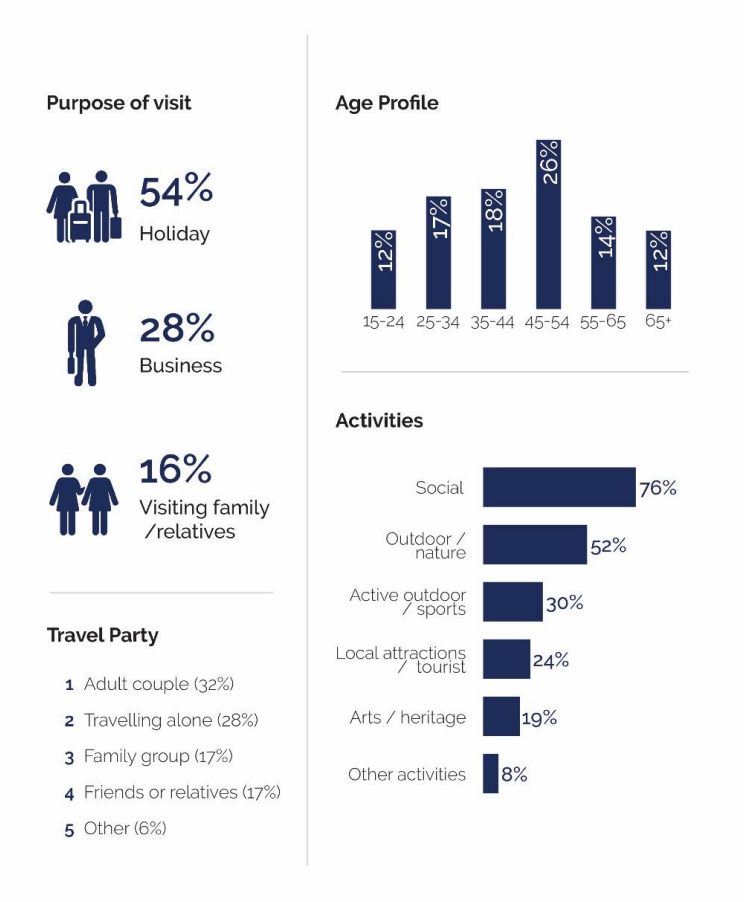
- The primary purpose of visit for the Geelong caravan and camping market are 'holiday' visits. This holiday market typically undertakes more leisure/entertainment activities and has a higher propensity to spend.
- The average age profile of the market demonstrates the relatively high average age of caravan and camping visitors, with over one-quarter of all visitors aged over 55 years. This includes retirees and seniors, both of which comprise the 'grey nomad' market. This older market segment is of increasing importance to the visitor economy, given they have more time to undertake visits (i.e. not confined to school holidays) and can stimulate the visitor economy year-round. Therefore, providing facilities and infrastructure to attract 'grey nomads' will be important to the future health of caravan and camping tourism in Geelong.
- Around a third of the caravan and camping travel party, for Geelong and Regional Victoria, are 'adult couples', which again reinforces the strength of the grey nomad market – which typically includes partner/couple travel.
- The most popular activity for caravan and camping visitors in Geelong is 'social activities', which includes dining and shopping (as well as visiting friends). This demonstrates the willingness of the market to undertake activities that requires local consumption at hospitality and retail venues, which will support the growth of the visitor economy.
- The next most popular interests involve nature-based activities (i.e. visiting parks, bushwalking) and active outdoor activities (i.e. cycling, fishing, swimming, etc.). This indicates the level of influence that the location and surrounding environment could have on attracting visitors to a low-cost camping site.

[19] Caravan Industry Association of Australia Economic Benefit Report - Spending Patterns of Commercial Campers & Non-Commercial Campers - March 2013

[20] Based on 2013 figure of $105, inflated by 2.5% p.a. to represent 2022 dollars

[21] Based on 2013 figure of $53, inflated by around 2.5% p.a. to represent 2022 dollars

F6. GREATER GEELONG CARAVAN AND CAMPING VISITOR PROFILE (2015-19)



Source: National and International Visitor Survey, Tourism Research Australia, 2015-2019 YE Dec

3.4. MARKET RESEARCH

Extensive market research was conducted with the industry and community to better understand the implications of a low-cost camping site and RV dump point, as well as the potential demand.

This includes a focus on how the project can best meet the needs of the market and support community outcomes, ensuring that the project is market driven.

3.4.1. CMCA MARKET RESEARCH SURVEY (595 RESPONSES)

Urban Enterprise distributed a survey to the Campervan and Motorhome Club of Australia membership base, which helped identify the potential market for a low-cost camping site in Geelong.

The following provides a summary of survey responses by topic.

F7. CMCA SURVEY RESPONSES

Topic	Response
Market Profile	• **95% use an RV for camping** • **92% aged over 60 years** • **81% adult couple (no children)** • **79% travel between 3 to 6 months p.a.**
Camping Preferences	• **74% stay at free or low-cost camping sites** • **56% currently pay less than $19 per site/vehicle**

Topic	Response
Low-Cost Camping – Motivations & Preferences	• **98% are likely to visit a suitable low-cost camping site over next two years** • **Top motivating factors for visitation includes: low-cost and access to a dump point** • **Minimum expectations for low-cost camping: potable water (84%), dump point (76%), toilets (64%)** • **62% would typically stay 2-3 nights at low-cost camping** • **91% would be willing to pay between $1 to $19 per night to stay at a low-cost camping site (only 1% expect free camping)**
Opportunities for Tourism in Geelong	• **66% would visit as a stopover AND to explore region** • **96% would be encouraged to visit the region within the next two years**

Source: CMCA members, derived by Urban Enterprise, 2022.

Key points from the CMCA survey results include:

- The RV market is predominantly older, adult couples (i.e. grey nomads) with significant time spent each year on long camping journeys.
- Almost three-quarters of this market stay at non-commercial camping accommodation, including:
  - Free camping sites (45%); and
  - Low-cost camping sites (29%).
- The above indicates that majority of the RV market are not seeking commercial accommodation at caravan parks with advanced amenity. Rather, their preferences are to undertake self-sufficient journeys at camping sites with basic facilities, which are supported by self-contained RVs.
- Given these accommodation preferences, almost all respondents indicated a willingness to visit a suitable low-cost camping site over the next two years, driven by the low-cost factor. This stay would subject to the following basic facilities being provided: potable water, an RV dump point and toilets (septic and flushable).
- Majority of the market would be willing to pay a non-commercial rate to stay at a low-cost camping site (less than $19), while only 1% expects to stay for free. This indicates market expectations to pay a nominal amount to support low-cost camping, assuming basic facilities are provided, compared to the alternative of only seeking out free camping.
- Almost all survey respondents, which includes CMCA members from across Australia, would be encouraged to visit the Geelong region if a low-cost camping site was established. This demonstrates the potential demand implications of low-cost camping and the ability for Geelong to attract a substantial number of visitors through suitable camping accommodation.
- The majority of visitors also indicated a willingness to explore the region during an overnight visit in Geelong (not just as a stopover). This would increase the average length of stay and promote opportunities for local consumption to support growth in the visitor economy.

3.4.2. COMMUNITY 'HAVE YOUR SAY' SURVEY (405 RESPONSES[22])

A community survey was undertaken – via the CoGG *Have Your Say* platform – to seek feedback from residents on the implications (and level of support) in establishing a low-cost camping site and RV dump point in the region.

The following provides a summary of survey responses, with most residents *supportive* of the concept.

[22] Only responses from Geelong residents were included in the analysis

- A large proportion of residents that responded to the survey (86%) were supportive of the concept and agreed there is an opportunity to establish a low-cost camping site and RV amenities[23] in the northern areas of Geelong.
- The project is seen to help mitigate existing issues facing the RV market, with 44% of residents acknowledging difficulties with RV parking and waste disposal in the region.
- In addition, 13% of residents are aware of illegal RV waste disposal occurring in Geelong, which would potentially be solved with the provision of an accessible RV dump point.
- Residents associate the following benefits with low-cost camping and RV amenities including:
  - Commercial benefits for local businesses;
  - Supporting RV visitors travelling on the SoT; and
  - Increases in visitation and visitor spend (i.e. growth of visitor economy).
- In contrast, residents identified the following challenges that would need to be considered as part of this project:
  - Managing waste and pollution;
  - Managing congestion (e.g. traffic and parking); and
  - Minimising the environmental impact of the site.
- Other considerations for the establishment of the site includes: ensuring visitor safety and security, imposing maximum time limits to avoid permanent tenants, proximity to residential areas and efficient waste disposal mechanisms

3.5. SUPPLY ANALYSIS

A supply assessment of comparable product in the region was undertaken, including an audit of existing caravan and camping accommodation, as well as RV dump points. The purpose of this analysis is to identify product and infrastructure gaps that could be met by the proposed new camping site and RV facilities.

The detailed audit of comparable product and facilities is shown in Appendix A (*note: this audit excludes camping facilities on private property, listing on third party websites – such as AirCamp – as well as areas not formally designated for camping, such as rest areas, car parks, etc.*).

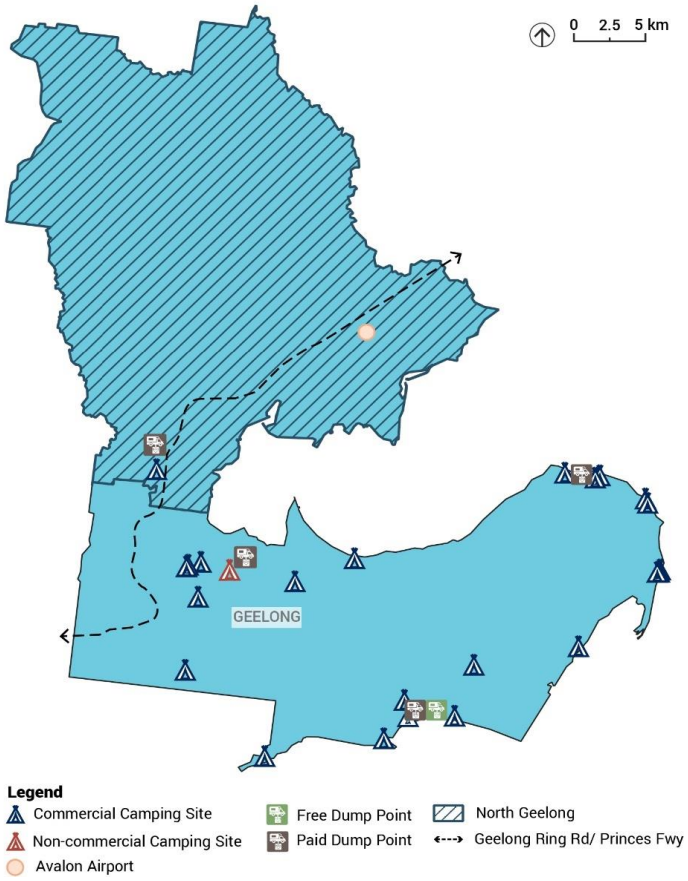
3.5.1. GREATER GEELONG SUPPLY ANALYSIS

Figure F8 illustrates the existing supply of caravan and camping accommodation, as well as RV dump points, in Greater Geelong. Key points to note include:

- A total of 25 commercial caravan and camping sites have been identified in Greater Geelong. Almost all are clustered either to the south of the urban centre, or across coastal communities including along the Bellarine Peninsula. As a result, there is a clear gap in facilities in the northern areas of the municipality;
- There is only one non-commercial site in the municipality (the Geelong Showgrounds), which is situated in the south. The lack of free/low-cost options results in 'non-compliant' camping along roads, open spaces and/or rest areas, which requires Council monitoring;
- The absence of free or low-cost camping sites also creates an opportunity to cater to the non-commercial camping market, which would otherwise travel outside the municipality or camp in undesignated areas, given the lack of options that align with their accommodation preferences; and
- There is also a single accessible (and free) dump point in Ocean Grove outside the Riverview Caravan Park. However, without a facility in the north or along the main transport route, there is an opportunity to capture RV travellers in transit both towards Melbourne and the Great Ocean Road/Western Victoria.

[23] Including an RV dump point

F8. SUPPLY AUDIT – GREATER GEELONG ANALYSIS



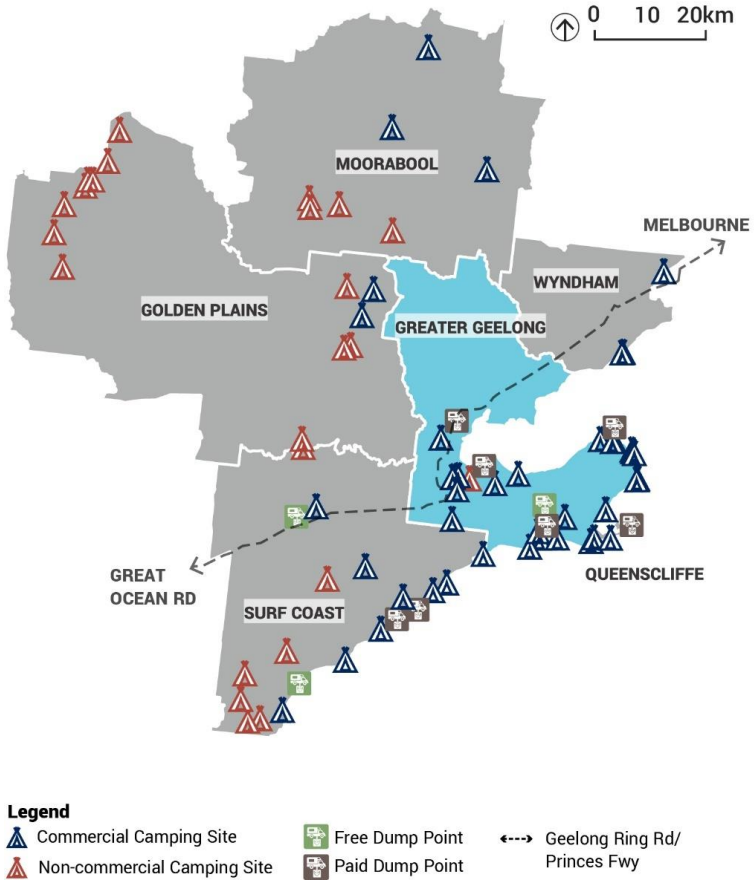
Source: Urban Enterprise, 2022

3.5.2. REGIONAL SUPPLY ANALYSIS

A broader analysis of supply in the surrounding region was also conducted, including the neighbouring municipalities of Queenscliffe, Wyndham, Moorabool, Golden Plains and Surf Coast (see Figure F9). This is designed to highlight how camping visitors – particularly those that stay at non-commercial facilities – are serviced across the region, as well as the opportunity for Geelong In this space. Key points to note include:

- Including Geelong, a total of 70 camping sites were identified in the audit, comprising 24 non-commercial sites (34%) and 46 commercial sites (66%);
- Non-commercial camping visitors are well-serviced in the Moorabool, Golden Plains and Surf Coast Shires, with a supply of free (or low-cost) accommodation that would cause the market to bypass Geelong and stay in a surrounding municipality;
- This map highlights the gap in supply in Geelong's north, particularly non-commercial facilities, which minimises the ability of Geelong to capture this market; and
- There is minimal competition for free dump points, with two located in Surf Coast, which again provides an opportunity for Geelong to capture RV travellers in transit across the state.

F9. SUPPLY AUDIT – REGIONAL ANALYSIS



Source: Urban Enterprise, 2022

3.6. KEY FINDINGS

- Growth in caravan and camping across Regional Australia and Victoria provides opportunities for destinations to capture this market growth and generate value-add to the local economy.
- Growth in RV registrations across Australia and Victoria presents an opportunity for development of suitable accommodation to support self-contained RVs (i.e. unpowered sites) and capture this visitor market.
- This is an opportunity for Geelong to provide basic (and low-cost) camping accommodation to support growth in the non-commercial camping market, as well as RV travellers. This includes the provision of suitable amenities (such as a dump point) to support the expected increase in RV visitation.
- As the free camping market in Geelong increases, there will need to be an accompanying increase of camping facilities – such as a non-commercial camping site and accessible dump point – to meet demand.
- The market research demonstrates that RV travellers prefer to stay at non-commercial camping sites (with basic facilities) that supports self-sufficient journeys and are willing to pay a nominal fee to stay in a safe and secure environment. Given the older age profile of this market, they are not seeking advanced amenities at commercial caravan parks, as RVs are becoming increasingly self-contained and only require unpowered sites for camping.
- The Geelong community also understands the benefits that could be accrued by capturing the non-commercial camping market, specifically the commercial benefits for local businesses and flow-on economic benefits to the region.
- The absence of suitable non-commercial camping facilities, as well as an accessible dump point, particularly in the North of Geelong, is a clear gap in the market. This provides an opportunity to develop new product and accommodation that services the specific needs of the non-commercial camping visitor, which will enable the municipality to capture a larger proportion of market share and associated expenditure benefits.
- Given the supply of non-commercial camping in surrounding Shires, the absence of such facilities in Geelong would cause this market to bypass the municipality and will be a lost opportunity for the visitor economy.

4. STRATEGIC CONSIDERATIONS

4.1. OVERVIEW

This section details the project's strategic considerations, drawing on the market analysis, consultation and primary research surveys. This includes an examination of the identified opportunities to support the provision of a low-cost camping site (and RV dump point), as well as potential issues and risks associated with project development.

This analysis is used to formulate the project recommendations for further investigation.

4.2. OPPORTUNITIES

The following outlines the opportunities that could be realised through provision of low-cost camping in Geelong's north.

Capturing the 'non-commercial' RV camping market

The data shows significant historical growth in 'non-commercial' camping visitors occurring across Victoria, as well as in the Geelong region. This trend is expected to continue, driven by:

- The rise in RV registrations across Victoria and Australia, which will increase demand for camping facilities;
- Increases in occupancy rates for unpowered sites, which are typically associated with free/low-cost camping; and
- The commencement of the Spirit of Tasmania in Geelong, which is expected to transport around 30,000 RV/camping vehicles p.a. from late-2022, rising by 40% in 2023-24 with the development of larger vessels.

This will grow future demand for camping accommodation, as well as dumping facilities, across Victoria, to service RV users.

Therefore, the provision of low-cost camping and a dump point in Geelong will encourage RV visitation and stopovers in the region (and associated expenditure benefits), as it will assist in capturing some of this market growth.

Servicing the needs of the 'non-commercial' camping market

The consultation revealed the market differentiation between 'commercial' and 'non-commercial' campers. These are recognised as two distinct markets that prefer different accommodation types.

Non-commercial campers typically travel in self-contained RVs, which (due to advancements in technology[24]) increasingly support self-sufficient trips. As such, these visitors prefer accommodation with minimal facilities, which usually requires access to an unpowered site and basic public facilities only (i.e. dump point, water). Market research also indicates that RV users are generally older adult couples (i.e. grey nomads) that seek this style of basic accommodation as it meets their requirements for a 'free' and self-sufficient experience.

This market does not seek out high-quality amenities and activities usually found in commercial caravan parks (e.g. playgrounds, swimming pool, etc.). These commercial facilities are typically utilised by higher yielding visitors – particularly families – which are the target markets for commercial operators, as they are willing to pay higher prices and utilise the range of facilities on offer.

Therefore, the non-commercial market will avoid paying premium prices at commercial sites to subsidise advanced amenities that will go unused. Rather they will seek out low-cost/free options that offers safe and secure RV parking with minimal facilities. This market is part of a strong and loyal community that helps

[24] RV capabilities are improving due to new innovations and transition to electric-powered vehicles that support self-sufficiency and reduce reliance on external power sources.

identify non-commercial camping grounds and the facilities available to visitors. This is generally promoted via word of mouth and online collateral (i.e. WikiCamps) dedicated to free camping.

In addition, the commercial camping market is already well-serviced in Geelong, with access to 26 options across the region, while there is a distinct lack of options for non-commercial campers, particularly in the northern part of Geelong.

As a result, suitable low-cost camping is required to meet the needs of the non-commercial camping market (and self-contained RV travellers), which will help attract these visitor types to Geelong. The continued absence of this accommodation type is likely to either:

- Drive out this market to surrounding municipalities that provides free/low-cost camping facilities; and/or
- Encourage 'illegal' (and free) camping and RV parking in undesignated sites across Geelong, including vacant open spaces, car parks and along the highway.

There is a gap in camping accommodation and infrastructure in Geelong's North

The supply audit indicates a clear gap in camping accommodation and associated infrastructure – such as a dump point – across the North of Geelong. Therefore, provision of camping facilities will help fulfill latent demand in the area and encourage visitation to the northern section of the municipality.

Given that the existing camping accommodation is concentrated in the south (along coastal communities) and Barwon River, provision of low-cost camping in the north is likely to have a lower impact on commercial operators and reduce competition with other providers.

In addition, the accessibility to Geelong's north is greater, given its direct connection to Melbourne, Western Victoria (via the Princes Freeway) and the Great Ocean Road. This provides opportunity for camping accommodation and, in particular, a dump point, to capture travelling RVs along the major transport routes for stopovers and transit purposes.

Commercial caravan park operators target different visitor segments

Industry consultation revealed that commercial operators are transitioning away from lower-yielding unpowered sites to higher yielding options – such as cabins – to maximise revenue.

This supports the view that caravan parks target 'higher-yielding' commercial camping markets, which demonstrates the need to provide fit-for-purpose facilities to accommodate low-yielding non-commercial campers.

Anecdotally, some providers across Geelong have already commenced replacing unpowered sites with cabins. As supply decreases in contrast with increased demand for unpowered sites, there is a growing market gap for non-commercial visitors. This provides the opportunity for a new low-cost camping site to help offset this decline in unpowered sites and cater to lower-yielding markets.

Providing low-cost camping with minimal facilities will also provide a point of difference to commercial sites, as they offer different levels of services and facilities. This will minimise competition between the commercial and non-commercial accommodation types.

Promote tourism activation in Geelong's North

Providing camping facilities in the North of Geelong will attract new visitors to the area, as well as encourage dispersal of RV users from surrounding regions, which will facilitate tourism activation. There has been increasing tourist activity occurring across the north of the municipality, which is attributed to the growth in events and proximity to nature-based assets (e.g. You Yangs).

Given the visitor profile of the caravan and camping market, which has a prevalence for outdoor and nature-based experiences, attracting visitors to the north – via suitable accommodation – will help activate these nature-based assets through increased visitation and associated expenditure. This will also benefit local businesses and encourage investment.

Associated tourism branding benefits

Provision of low-cost camping and a publicly accessible RV dump will provide substantial tourism branding benefits for the Geelong region. This includes the opportunity to become accredited as an ***RV Friendly Town***, which is a CMCA initiative aimed at attracting RV consumers to regional destinations.

Council has expressed an interest in Geelong joining this initiative, with qualification supported by provision of long-term RV parking and a free dump point (amongst other criteria already provided by the City).[25]

Becoming an accredited RV Friendly Town provides important branding benefits to support the caravan and camping market, as it signals access to quality services, amenities and accommodation for RV visitors.

Some of the associated benefits for the visitor economy includes:

- Promotion on the CMCA website and other marketing collateral;
- Provision of two branded 'RV Friendly Town' signs to display in the area;
- Increased patronage and dwell time by RV visitors and associated expenditure benefits;
- Enhanced visitor experience through provision of amenity; and
- Increased business activity and flow-on economic benefits.

Reduces regulatory burden on Council

Council has advised that there is a high degree of non-compliance of campers and RVs parking illegally across Geelong, particularly along Melbourne Road (near Avalon Airport) as well as in other non-designated public open spaces and rest areas. In addition, a portion of residents have noticed illegal dumping of RV waste across the municipality, due to the lack of accessible (free) dump points, particularly in the north.

This places a burden on Council, which has a reactive role in monitoring and enforcing compliance with local laws and remove illegal camping/dumping, which utilises significant time and resources. Given the expected influx of RVs into the region, it is important that adequate planning and preparation is undertaken to reduce illegal camping in residential, commercial and environmental areas, which would negatively impact residents, businesses and the community in general.

The provision of low-cost camping and a publicly accessible dump point is a potential solution for non-compliance, as it will provide accessible facilities to enable RV visitors to comply with the local laws.

Low-cost camping would also provide formal and safe accommodation for transient visitors, making it an attractive option for those that prefer a securely monitored location (compared to 'illegal' sites/rest areas).

Promotes economic recovery and commercial benefits

The project will, contribute to ongoing recovery efforts to help overcome the significant economic impacts of the COVID-19 pandemic. Due to restrictions in movements, the tourism sector was severely disrupted, which led to a decrease in turnover and job loss for many hospitality businesses.

Investing in tourism infrastructure will help stimulate the local economy (i.e. output and job creation) and encourage visitation and visitor expenditure. This will drive local consumption and increase the level in turnover for local hospitality businesses (i.e. food and retail), which will provide flow-on economic benefits through additional output and job creation.

This will provide important commercial benefits, particularly for many hospitality businesses that were impacted by the pandemic. The estimated financial and economic impacts of this project are explored later in this report.

[25] There is a list of essential and desirable criteria, which can be found at https://cdn.cmca.net.au/cloud/54076dea-d209-40d0-8ec6-93f47cb5ad29_2RVFriendlyTownCriteria.pdf

4.3. ISSUES

The following details the key issues and risks to be considered as part of project development.

Risk of competition with commercial establishments

Although the market differentiation between commercial and non-commercial campers has been established, the provision of low-cost camping will create some level of competition with existing commercial operators.

There is a risk that a low-cost option could cannibalise some of the market and attract commercial campers to a non-commercial site, which would negatively impact current establishments. However, this is mitigated by the fact a low-cost camping site offers basic facilities only, which is a point of difference to commercial accommodation that typically provides advanced amenity.

In addition, to minimise the level of competition, it will be important to ensure that the location is not in the immediate vicinity of a commercial site and, where possible, propose a 'non-competing' distance (e.g. a 5km radius).

Community and amenity impacts

One of the biggest issues associated with low-cost camping are impacts on residents and community amenity. This includes negative externalities associated with camping accommodation that could impact the amenity of surrounding communities, including:

- Traffic congestion from RVs;
- Noise pollution from travellers; and
- Waste (rubbish and wastewater) and associated smells with the dump point.

Therefore, consideration of the location and ongoing maintenance of the facility will be critical in alleviating amenity issues and obtaining community support.

In addition, there is a risk that non-commercial camping will attract permanent/long-term tenants, which could impact the role of the site as a holiday destination and reduce the number of short-term visitors (which will decrease visitor expenditure benefits). Therefore, consideration will need to be given to implementing specific conditions of entry, such as imposing a maximum length of stay (of 48 hours), to deter long-term tenants.

Environmental impacts

A camping facility and RV dump point will also create environmental impacts that will need to be managed in order to avoid environmental and pollution risks associated with wastewater disposal and use of green open spaces.

Use of a camping site could also impact the surrounding natural habitat – including local flora and fauna – which will need to be considered as part of project development.

The CoGG *Sustainability Framework* will provide guidance for the project, including approaches to ensure development and operation of the camping site/dump point is sustainable and supports environmental and community outcomes (as well as economic).

Ongoing maintenance and infrastructure requirements

Providing suitable accommodation requires significant set-up costs, to provide relevant infrastructure, as well as ongoing maintenance costs, to ensure the facility is well-maintained and meets relevant community and visitor standards.

Consideration will, therefore, need to be given to the scale of these costs, as well as the responsible parties for financing and management (e.g. Council, third party, etc.).

This will be influenced by the operating model (to be explored later in this report), which will determine the success of the low-cost camping site, as well as the funding model for set-up and operation.

4.4. RECOMMENDATION

The following draws on the information and data examined to-date, and provides a recommendation for project progress:

There is enough evidence to suggest that a low-cost camping site (and RV dump point) in the north of Geelong will provide benefits to the region, including:

- Servicing market need and supporting visitor economy growth
- Filling-in an accommodation gap
- Generating economic benefit
- Supporting Spirit of Tasmania
- Ensuring camping 'compliance' to meet community needs

However, its success will be largely dependent on the location and operating model

Based on this recommendation, a feasibility analysis was undertaken to examine the viability and impact of low-cost camping and an accessible dump point, which is explored in Part B of this report.

4.5. KEY FINDINGS

Opportunities that the project will help achieve includes:

- **Enables Geelong to capture a larger proportion of the 'non-commercial' RV camping market, given that a low-cost camping site will service market needs (which are distinct from the 'commercial' camping market). This will support visitation and associated expenditure impacts, which will provide economic and commercial benefits for the region.**
- **Without suitable facilities, the non-commercial camping market will either bypass the municipality or camp in undesignated locations (which increases the regulatory burden on Council).**
- **Supports growth in the visitor economy, particularly in Geelong's north, as it will fill a product and infrastructure gap. The project will also promote tourism activation in the area by increasing visitor activity and engagement with surrounding nature-based assets and events.**

However, the following issues and risks with project development will need to be considered:

- **Avoid competition with existing commercial establishments by ensuring the facility is located outside the immediate vicinity of potential competitors.**
- **Highlight to industry that low-cost camping offers a point of difference to existing commercial accommodation and targets different (and lower yielding) visitor segments through provision of basic facilities only.**
- **Safeguard community amenity by ensuring the location does not provide negative externalities to residents or businesses, including traffic congestion and excessive waste.**
- **Managing the scale of infrastructure and ongoing costs required, including the responsible organisation, to ensure the project is not a financial burden on Council and/or ratepayers.**

Based on the available market-led evidence and strategic considerations, this report recommends a feasibility analysis is undertaken to examine the viability and impact of low-cost camping and an accessible RV dump point. The feasibility analysis is undertaken in the following section of the report.

PART B:
FEASIBILITY ANALYSIS

5. PROJECT CONCEPT

5.1. OVERVIEW

To undertake a feasibility analysis the project concept needs to be identified, including:

- Accommodation description (e.g. costs, infrastructure and amenity);
- Preferred site location; and
- Preferred operating model.

This section examines each of these components to determine the recommended accommodation option to be analysed.

Note: The following is intended to guide Council in its decision making, noting that all recommendations require further investigation and business planning to inform the project concept, preferred site and preferred operating model.

5.2. LOW-COST CAMPING CONCEPT

Table T11 provides a general description of a low-cost camping facility that could be developed in Geelong, based on background research, survey data and stakeholder input from existing accommodation providers.

Please note this information is not based on concept design or planning work, with further investigation required to finalise the project concept.

T11. LOW-COST CAMPING CONCEPT

Element/Component	Description
Area	Approx. 1 hectare
Capacity	Approx. 50 unpowered sites (50 sqm per site[26])
Infrastructure/Amenity[27]	• Dump point • Potable water • Toilets (septic or flushable) • BBQ • Shelter/Picnic facilities • Caretaker site • Fencing/signage • Internal driveway and roads

Source: Various, derived by Urban Enterprise, 2022

Given that low-cost camping is non-commercial in nature, the average charge is typically set at a rate to offset ongoing costs (rather than to generate a profit). This rate, and implications for cashflow, is reviewed as part of the cost-benefit analysis (see Section 6).

Other elements to consider for the low-cost camping site includes:

- Providing a **full-time caretaker** to maintain the park, service visitors and assist with operations on a daily basis. The operating model (explored later in this report) will help determine whether this role is a volunteer, or a paid employee, which will impact the level of ongoing costs and potential viability of the site; and
- Imposing a **maximum stay limit** (to avoid permanent tenants) of around 48 hours/2 nights per visit, which will also allow turnover to accommodate incoming and outgoing SoT travellers.

[26] https://durrasnorthpark.com.au/camping/camping-grounds-nsw/

[27] This level of infrastructure reflects the minimum expectations of the market per the CMCA industry survey

5.3. SITE ASSESSMENT

The location of the low-cost camping and RV dump point is critical to the project's success, including utilisation, costs and ability to generate flow-on economic benefits.

The following profiles and examines potential sites in the north of Geelong. A list of sites was identified by industry, community and government stakeholders, which was narrowed down to the following three locations:

- Lara Recreation Reserve;
- Seagull Paddock, North Geelong; and
- Doug Simpson Reserve, Lara.

These sites were included in the assessment based on tenure (i.e. Council-owned land), vacancies (i.e. no existing uses) and size (i.e. at least 1 Hectare of useable land).

Figure F10 illustrates the location of these sites in the context of the municipality.

F10. SITE LOCATION OPTIONS

Source: Urban Enterprise, 2022

5.3.1. SITE PROFILES

LARA RECREATION RESERVE

This site is an area of vacant Council-owned land to the north-east of Lara Recreation reserve, bordering Lara Bowling Club, Soccer Club, as well as the Lara Sporting Club. As illustrated in Figure F11 (overleaf), the site is located along Mill Road and bordered by sporting reserves/facilities and residential housing, with the RV entry point along Mill Road/Alkara Avenue.

It is proximate to Lara Village Shopping Centre and other commercial dining areas near Lara Train Station, which is an advantage of the site as this could support local consumption by overnight visitors.

The site comprises a car park and open space that is adjacent to the bowling club and is utilised by spectators and participants of sporting events and recreation activities within the reserve precinct. Council has identified that the removal of the green open space and car park could pose issues with sporting clubs and general users of the reserve, thus reducing the likelihood of this site gaining community support.

The site is also included in the recently adopted *Lara Recreation Reserve Master Plan*, which specifies the use of the entire precinct to cater to growing demand for sporting activities and passive recreation. This would generate community opposition to low-cost camping at this location.

In addition, bordering residential housing to the east could create a potential constraint for a camping site and dump point given the resultant noise, traffic and waste in the area, which would impact resident amenity.

In terms of infrastructure services, there is access to water infrastructure at the site, however there is no sewer infrastructure. This will impact development of flushable toilets and an RV dump point, which will either require significant sewerage upgrades, or installation of a septic system – both of which are costly and subject to strict environmental regulations.

The location is zoned Public Park and Recreation Zone and there are no constraints or barriers regarding the use of land for camping.

A summary of site attributes and characteristics is included in Table T12.

T12. LARA RECREATION RESERVE PROFILE

Category	Description
Net useable area	22,800 sqm
Existing uses/activities	Recreational reserve adjacent to the Lara Soccer Club field and residential properties.
Land tenure and management	Council Owned
Planning	Public Park and Recreation Zone
Services and infrastructure	Water supply
Other considerations	The site is included as part of the Lara Recreation Reserve Master Plan

Source: Various, derived by Urban Enterprise, 2022

F11. LARA RECREATION RESERVE – SITE CONTEXT

Source: Urban Enterprise, 2022

SEAGULL PADDOCK

The Seagull Paddock site (illustrated in Figure F12) is bounded by industrial land to the south and west, public open space to the north and the Princes Highway to the east, which provides access to RVs (via Cowie St and Edols St).

It is located in close proximity to Geelong Port, which would be an advantage to attract SoT travellers seeking short-term RV stays either before or after their journey.

Another advantage is the proximity to a bank of restaurant/café venues to the north of the site along Princes Highway, which can be accessed on foot. This provides the potential for leveraged visitor expenditure at local businesses.

There are currently no existing uses on the site, which is owned by CoGG, with community uses occurring primarily to the north of the site which includes a dog park. The location comprises existing water and sewer infrastructure, which supports the development of camping facilities without the need for major upgrades or installations. In particular, there is existing infrastructure for an old, unused RV dump point at the site, which would allow for relatively efficient and cost-effective development of a key piece of infrastructure.

Other key points to note include:

- The location is zoned Public Park and Recreation Zone and there are no constraints or barriers regarding the use of land for camping. Although there is an Environmental Audit Overlay, this would not prevent camping on the land, as it is not considered a 'sensitive use';
- There is a site slope (red-shaded area) on the eastern portion of the subject site, making around 10,000 sqm non-useable for RV parking. However, the net useable area (over 1 Hectare) is still of sufficient size to cater to 50 sites, as well as visitor amenities;
- Council has advised that there are potential soil contamination issues with the site, however, these are considered relatively low risk given the limited infrastructure proposed (i.e. toilets, rest areas) – noting that this is subject to a detailed assessment;
- Council indicated that replacing the public open space with a low-cost camping establishment was permissible if there were improvements made to the surrounding open space in the area. This would ensure there is no detraction in the quality of space available to the community; and
- Barwon Water operates a sewerage pump station at the north-east of the site, which would mean that any negative externalities would need to be managed so as to not impact visitor amenity;

The following table provides a high-level profile of the Seagull Paddock location, noting that:

T13. SEAGULL PADDOCK PROFILE

Category	Description
Net useable area	10,500 sqm
Existing uses/activities	Recreational Reserve
Land tenure	Council Owned
Planning	• Public Park and Recreation Zone • Environmental Audit Overlay
Services and infrastructure	• Dump point infrastructure available • Water supply • Sewerage
Other considerations	• Site slope renders approximately 10,000sqm of the eastern portion of the site non-useable • Barwon Water sewerage pump station

Source: Various, derived by Urban Enterprise, 2022

F12. SEAGULL PADDOCK – SITE CONTEXT

Source: Urban Enterprise, 2022

DOUG SIMPSON RESERVE

Doug Simpson Reserve (see Figure F1) is a vacant public open space owned by Council. It is located in Lara, to the east of Serendip Sanctuary, and bounded by Windermere Road to the north (which provides the RV access point), Hovells Creek to the South and residential housing to the east.

Proximity to Serendip Sanctuary (as well as the You Yangs) provides advantages for attracting camping visitors, which typically engage in nature-based and outdoor recreation.

However, the interface with residential housing is a potential constraint to development given the likely impact on amenity (through increases in noise, waste and traffic congestion). In addition, the site is relatively isolated and not within proximity of commercial areas, with the closest cluster of hospitality businesses (at Lara Village Shopping Centre) not accessible by foot. The site has also recently undergone revegetation and this may pose risks to the potential development of a low-cost camping establishment.

In addition, bordering residential housing could create a potential constraint for a camping site and dump point given the resultant noise, traffic and waste in the area, which would impact resident amenity.

In terms of infrastructure, there is access to water infrastructure at the site, however there is no sewer infrastructure. This will impact development of flushable toilets and an RV dump point, which will either require significant sewerage upgrades, or installation of a septic system – both of which are costly and subject to strict environmental regulations.

Other key points to note include:

- The location is zoned Public Park and Recreation Zone and there are no constraints or barriers regarding the use of land for camping; and
- The bordering of Hovells Creek to the south of the site presents potential risks in terms of flooding, as well as environmental considerations to avoid contamination.

The following summarises the site profile.

T14. DOUG SIMPSON RESERVE PROFILE

Category	Description
Net useable area	79,300 sqm
Existing uses/activities	Reserve / Open Space
Land tenure	Council Owned
Planning	Public Conservation and Resource Zone
Services and infrastructure	Water supply
Other considerations	Interface with Hovells Creek

Source: Various, derived by Urban Enterprise, 2022

F13. DOUG SIMPSON RESERVE

Source: Urban Enterprise, 2022

5.3.2. SITE ASSESSMENT

Each of the identified sites was assessed using a set of defined criteria to help determine the relative advantages and disadvantages of the locations. This includes categories such as location, accessibility/connectivity, infrastructure provision and risk.

Each criterion is allocated a response and corresponding score, with the overall highest score determining the preferred location[28]. The scoring system is shown in Table T15 below and the site assessment in Table T16 (overleaf).

These assessments are qualitative and subjective; based on local knowledge, stakeholder consultation and desktop research. As such, it is recommended that detailed technical assessments are undertaken to confirm the results and determine site suitability.

T15. SCORING SYSTEM

Rating	Score
Meets the criteria	2
Partially meets the criteria	1
Does not meet the criteria	0

[28] Each criterion is weighted equally

T16. SITE ASSESSMENT

Criteria	Description	Lara Recreation Reserve	Seagull Paddock	Doug Simpson Reserve
Proximity to retail/ hospitality businesses (1km)	Proximity to local retail and hospitality businesses – within walking distance – will encourage dispersal of visitors and generate visitor spend. If a shopping strip/activity centre is not within the vicinity of a site, RV users will typically stay within the camping site, which will reduce local consumption and flown-on benefits.	The Lara Recreation Reserve is located within 1km (and within a 10-minute walk) of local hospitality and retail businesses, including Lara Village Shopping Centre (with supermarkets, cafes, restaurants), as well as restaurants opposite Lara Train Station. This is likely to generate significant visitor expenditure from visitors to the site.	Seagull Paddock is a 10-minute walk (within 1km distance) from a suite of fast-food chains along Princes Highway, which is likely to support local consumption from overnight visitors to the site.	Doug Simpson Reserve is at least 1.6km (approx.. 20-minute walk) from the nearest café, and 2.4km (approx.. 30-minute walk) from the nearest significant hospitality cluster at Lara Village Shopping Centre. This distance is likely to constrain dispersal to local businesses and limit the rate of visitor expenditure generated by visitors to the site.
		2	2	0
Proximity to Geelong Port	Proximity to the Port will allow the camping site to capture Spirit of Tasmania travellers, which are expected to generate a significant proportion of the low-cost camping visitor market. If the site is within close driving distance, RV travellers will be more likely to park at the site before/after their journey.	Depending on traffic, this site is approx. a 15 to 20-minute drive to Geelong Port. Whilst it would capture a large proportion of SoT travellers, some would prefer to avoid potential traffic and/or drive a shorter distance, particularly before or after a boat journey. However, Seagull Paddock would be preferred by SoT travellers given the proximate location of this site (for this reason a point has been deducted).	This site is almost adjacent to Geelong Port and is a short 5-minute drive, making it an ideal location for SoT travellers to park before they board or after they disembark from the vessel. It is considerably closer to the Port than the alternative sites.	Depending on traffic, this site is approx. a 15 to 20-minute drive to Geelong Port. Whilst it would capture a large proportion of SoT travellers, some would prefer to avoid potential traffic and/or drive a shorter distance, particularly before or after a boat journey. However, Seagull Paddock would be preferred by SoT travellers given the proximate location of this site (for this reason a point has been deducted).
		1	2	1
High degree of accessibility and connectivity	The ability for large RVs to access the site will have a significant effect on utilisation – including for overnight camping and the dump point. This will be facilitated by connectivity to major transport routes as well as sufficient entry points.	The site location is easily accessible via a short turn-off from the Princes Freeway (both northbound and southbound). The entry point is also well-exposed so it can be easily located and would support access of large RVs	The site is easily accessible via Princes Freeway and Princes Highway. There site is well-exposed and adjacent to Princes Highway, which will support RV access.	The site location on Windermere Road is easily accessible via a short turn-off from the Princes Freeway (both northbound and southbound). The entry point is also well-exposed so it can be easily located and would support access of large RVs
		2	2	2

Criteria	Description	Lara Recreation Reserve	Seagull Paddock	Doug Simpson Reserve
Provision of infrastructure services	Provision of infrastructure services (including sewerage and water) will support development and operation of the camping site and RV dump point. This will also impact the development costs if upgrades or installations are required	The site only has access to water supply, with no sewer infrastructure. While this will support provision of potable water, it will impact the development of toilets and an RV dump point. Without significant (and costly) sewer upgrades, these would have to be septic, which is expensive to install and operate and needs to meet environmental regulations.	The site contains access to water supply and sewer infrastructure, which will support the provision of camping facilities, including potable water and toilets. There is also an existing water meter at the site. In addition, Seagull Paddock includes an existing RV dump point pad, which is already connected to sewer pipes and would require minimal development to be functional. As such, it is assumed that no significant upgrades will be required to develop low-cost camping accommodation (and a dump point) at this site.	The site only has access to water supply, with no sewer infrastructure. While this will support provision of potable water, it will impact the development of toilets and an RV dump point. Without significant (and costly) sewer upgrades, these would have to be septic, which is expensive to install and operate and needs to meet environmental regulations.
		1	2	1
Reduces Risk to Key Stakeholders	The establishment and operation of the camping site (and dump point) is free from significant risks that may affect development, including risks to key stakeholders (inc. Council, residents and businesses), environmental risks, etc.	There are a number of risks posed with this site, including: • Interface with residential housing may impact community amenity • Bordering community sporting facilities and recreation may result in conflict with community groups and site users • Lara Recreation Reserve Master Plan may limit the ability to develop non-sporting uses as the site However, the site is not in the immediate vicinity of competing commercial establishments and there are no planning restrictions with development.	The potential risks with development at Seagull Paddock include: • The Barwon Water dump station will need to be monitored so it doesn't pose any health or amenity risk to visitors • The soil contamination, although low risk, will need to be monitored when developing infrastructure • The site slope impacts the useability of the eastern portion of land, however the net useable area is still large enough to cater for the required unpowered sites and camping facilities. However, the site is unlikely to impact resident amenity (as it borders industrial land), is not in the immediate vicinity competing commercial establishments and there are no planning restrictions with development.	The risks posed with site development and operation include: • Interface with residential housing may impact community amenity • Slight flooding risk, as well as contamination risk, given the site borders with Hovells Creek • The recent vegetation at the site may pose risks to the provision of camping. However, the site is not in the immediate vicinity of competing commercial establishments and there are no planning restrictions with development.
		1	1	1
Total Score		7	9	5
Ranking		2	1	3

5.3.3. PREFERRED SITE LOCATION

The findings of the site assessment show that ***Seagull Paddock*** is the preferred location for the low-cost camping site (and RV dump point). This is attributed to the following factors:

- The site is owned by CoGG, which would allow Council to have an influence on site activities and uses (subject to compliance with local laws);
- Proximity to Geelong Port (5-minute drive) would increase the ability to capture the volume of RV travellers on the SoT;
- Proximity to surrounding retail and hospitality businesses, which will promote local consumption by visitors to the site;
- High level of accessibility for RV travellers via the adjacent Princes Highway;
- Potential to leverage existing water and sewer infrastructure at the site, as well as existing dump point infrastructure, to support efficient and cost-effective development of relevant facilities;
- Minimal risks of resident backlash or complaints, given that the site interfaces with industrial land and is not in proximity to residential housing; and
- There are no significant environmental risks, planning risks, or risks to key stakeholder that will constrain site development and operation.

In addition, the Seagull Paddock site is *not* located in the direct vicinity of competing commercial establishments, with the closest competitor around 6km distance (i.e. outside a 5km 'non-competing' distance). In addition, the low-cost camping site at Seagull Paddock is designed to service a different target market, which would also limit direct competition.

Note: this is the preferred site based on a qualitative assessment and background research. It is recommended that a detailed technical site analysis (e.g. environmental assessment, cultural heritage assessment, etc.) is undertaken to confirm the suitability of Seagull Paddock.

5.4. OPERATING MODEL ANALYSIS

The following analysis reviews and recommends the preferred operating model for the camping site, which will have a significant impact on the operation and viability of the project.

5.4.1. ROLES AND RESPONSIBILITIES

The type of operating model will influence the management and governance of the site, which typically includes the following responsibilities:

- Site development – developing camping infrastructure and amenities, including dump point and supporting infrastructure;
- Maintenance – ensuring the site is appropriately maintained, including a focus on cleaning, safety, and ensuring infrastructure functionality;
- Promotion and marketing – advertising the camping site and publicly accessible dump point through a variety of media channels; and
- Strategic/business planning – providing long-term planning of the site and setting business objectives and KPIs to measure future success.

Undertaking these roles and responsibilities requires specialised expertise as well as sufficient resources to ensure successful operation of the site.

5.4.2. OPERATING MODEL OPTIONS

Drawing on the consultation and industry research, the following details and profiles the operating models that were identified for further assessment.

1. Direct Council Management

Council assumes responsibility as the accommodation provider, including the management and operation of the camping site and facilities.

Council would be responsible for providing resources (inc. staff and budget) to develop infrastructure, maintain the site on an ongoing basis and promote it to potential users. This would also include management of waste collection and ensuring campers are complying with all regulations.

2. Committee of Management (section 86)

Council delegates operating responsibility to a special Committee of Management (CoM) made up of Councillors, Council staff, and members of the community[29] – with members determined by Council based on relevant experience and expertise.

The Committee's role would be to 'manage, improve, maintain and control' the public facility on behalf of Council, including the identified responsibilities for operating the camping site (i.e. maintenance, promotion, etc.). These responsibilities are typically included in a formal agreement/term of reference and monitored by Council, which is ultimately responsible for all CoM decision-making.

The Committee's functions could be funded by Council and a combination of other sources (e.g. camping revenue, sponsorship, etc.). However, Council is responsible for addressing any shortfalls in funding to assist in the operation of the site.

3. Outsourcing operation to an existing not-for-profit organisation

Council outsources operation of the camping site to an experienced not-for-profit (NFP) organisation with the relevant knowledge and skillset to develop and operate the site. Using an existing organisation would enable efficient implementation (with a short lead time) – rather than establishing a new entity – and allow operation to

[29] Per Section 86 of the Local Government Act

be independent from Government and respond to the market as required. Under this model, there would be either no or minimal cost to Council.

The Campervan and Motorhome Club of Australia was identified in the consultation as the preferred NFP governing body for inclusion in the assessment, as they have previously expressed interest with Council in managing a site in Geelong. The CMCA is a NFP organisation that represents RV travellers across Australia (with over 70,000 members nationally). They currently operate 11 low-cost camping sites in 5 states/territories and has previously expressed interest with Council in managing a site in Geelong.

The model used by CMCA involves:

- Leasing Council land at peppercorn rates;
- Using its internal budget to fund the infrastructure and facilities[30];
- Providing a volunteer custodian (from its member base) to manage the site and provide oversight in terms of maintenance and visitor servicing; and
- Using the camping revenue to subsidise ongoing maintenance costs (so the site operates at a break-even level).

Under this model, Council responsibility would be transferred to CMCA (via a formal agreement), and they would subsequently have limited control over the camping site operations. However, CMCA would still need to comply with relevant regulations on Council-owned land.

4. **Outsourcing operation to a commercial operator (excluded from assessment)**

This model is *excluded* from the assessment given the 'non-commercial' nature of the low-cost camping site and publicly accessible dump point. As the average daily charge is typically below market rates, this concept would fail to attract a 'for-profit' commercial operator.

5.4.3. OPERATING MODEL ASSESSMENT

The assessment of each operating model was rated against several criteria covering relevant categories, including financial/resource capacity, expertise, implementation, market impact and risks to Council.

For each criterion, there is an allocated response and corresponding score for the identified options. The scoring system is shown below, with the overall highest score determining the preferred operating model[31].

T17. SCORING SYSTEM

Rating	Score
Meets the criteria	2
Partially meets the criteria	1
Does not meet the criteria	0

The assessment matrix is detailed in Table T18 (overleaf), which includes a description of the criteria, as well as the score and response. *These assessments are qualitative and subjective; based on local knowledge, stakeholder consultation, professional experience, and a general assessment of perceived benefits.*

[30] Council would have to provide the required approvals for construction and is also responsible for any enabling infrastructure of Council-owned assets that are outside the project scope (e.g. road upgrades) if required.

[31] Each criterion is weighted equally

T18. OPERATING MODEL ASSESSMENT

Criteria	Description	Direct Council Management	Committee of Management	Outsourcing operation to CMCA (i.e. not-for-profit organisation)
Financial Capacity	The organisation has the resources (inc. staffing, capital funding and ongoing costs) to develop and manage the camping site.	Council management would be resource intensive, as the organisation would need to draw on its capital works program to fund the set-up infrastructure costs, as well as utilise its operating budget to fund running costs. Ongoing operating costs could be subsidised by camping revenue; however, Council would be responsible for any budget shortfall, including funding a staff member/custodian to provide oversight.	A special CoM would need to draw on external funding sources to fund development and operation of the site. Given the non-commercial nature of the low-cost camping site, the CoM would not have the ability to outsource or lease the land to a commercial operator, which would limit the ability to generate sufficient external funds.	The CMCA has the internal budget to fund capital infrastructure, using its existing financial resources (from membership fees and other sources) to develop the site. Ongoing operating costs are typically subsidised by camping revenue, with running costs minimised through use of a volunteer custodian to manage the site.
		1	0	2
Organisational Expertise	The organisation has the relevant skills, knowledge and experience to successfully develop and manage the camping site.	Council does not currently have the skills and experience within its existing structure to manage a camping site, as the organisation is not typically an accommodation provider.	CoM members could include community/ industry members with expertise and experience in providing accommodation.	CMCA has substantial experience in the delivery of low-cost camping accommodation, currently delivering 11 sites nationally. This organisation will understand the infrastructure and management requirements for running a camping site. The organisation also relies on its membership base to provide an experienced volunteer custodian to ensure the successful operation of the site.
		0	2	2
Implementation	The operating model can be implemented quickly and efficiently.	As Council does not provide or manage accommodation, it would need to set-up an appropriate internal structure to determine appropriate roles and responsibilities.	Setting up a CoM requires some lead time to prepare a formal agreement and recruit committee members	As an existing organisation with experience in camping accommodation, implementation of this model can occur relatively efficiently (subject to development of a formal agreement and an agreed lease arrangement)
		1	0	2
Marketing/promotion	The ability of the organisation to promote the camping site and dump point	Promotion of the site can be undertaken by Council and TGGB through existing media channels and marketing collateral, which has significant reach to visitor markets.	CoM can use the skills of its members (from council and the community) to promote the site and facilities. However, it may not have direct access to existing marketing campaigns or collateral.	CMCA undertakes significant promotion of its camping sites through its website and other marketing collateral (i.e. e-newsletters), which reaches its large membership base. CMCA also has a positive brand perception with RV users, which would provide an advantage for marketing purposes.
		2	1	2

Criteria	Description	Direct Council Management	Committee of Management	Outsourcing operation to CMCA (i.e. not-for-profit organisation)
Impact on Visitation	The ability of the organisation to drive visitation to the camping site (and associated expenditure).	Council's lack of direct experience and expertise in providing accommodation may negatively affect the visitor experience, which could impact visitation and expenditure generated by the site.	A CoM will have incentive to maximise visitation to generate camping revenue so that it can operate successfully, although this will be largely dependent on the organisational expertise from its members and level of marketing/promotion.	CMCA understands the needs of the RV market, given its expertise in the field. As an independent NFP, operating independent of Government, the organisation would also have the flexibility to respond to market needs. In addition, CMCA would have incentive to maximise visitation to ensure camping income can offset ongoing costs (otherwise it will have to use internal budget resources).
		1	1	2
Reduces Risk to Council	The operating model has a low level of risk to Council	Directly managing camping accommodation and a dump point poses a high risk to Council. There is a resourcing risk given that Council is burdened with capital and ongoing costs, which may be better directed to other Council services. The Council structure and skillset is also not suited to managing an accommodation facility, which required specialist expertise and year-round oversight (outside business hours). Council will also have issues with competitive neutrality, ensuring it does not unfairly compete with existing commercial providers.	A CoM operating model would alleviate Council responsibilities in direct management, and potentially free up Council resources. However, it would add another governance structure that required monitoring by Council, which remains ultimately responsible for all decision-making. In addition, Council still has responsibility for addressing shortfalls in capital or operating funding.	An independent and external NFP – such as CMCA – would decrease the level of risk to Council. This includes reducing the financial burden – as the organisation would use it's internal budget and camping revenue to fund the operation. In addition, the resourcing burden to Council would also decrease as the CMCA will manage the site through a volunteer custodian. However, the ability to operate with flexibility may limit Council's influence in controlling some risks (e.g. compliance), although this could be mitigated by a formal agreement. Council will also ultimately remain liable for the assets and visitor safety given the location on Council-owned land.
		0	1	1
Total Score		5	5	11
Ranking		=2	=2	1

5.4.4. PREFERRED OPERATING MODEL

Based on the assessment matrix, the preferred operating model for the low-cost camping site (and RV dump point) is: *Outsourcing operation to CMCA*. This model provides several benefits, including:

- Reduces the financial burden on Council resources by providing up-front capital funding and managing the site through camping revenue;
- Provides organisational expertise and a successful track-record of managing low-cost camping sites;
- Promotion through CMCA membership and marketing collateral, combined with a high-quality brand perception for RV travellers;
- Ability to operate independently and flexibly to meet market needs and maximise visitation to the site (and associated expenditure benefits);
- The ability to engage a volunteer custodian (rather than employ a paid staff member) reduces the financial costs of operation; and
- Limiting the overall financial and operational risk to Council by outsourcing management and decision-making to an external NFP.

The viability of this model, however, is reliant on the agreement undertaken between CMCA and Council, which would outline the conditions and requirements of both organisations. This should include:

- The ownership of assets (which determines liability);
- The responsibility for compliance to local laws; and
- The lease agreement, whereby commercial rates may impact the viability and attraction of the site for CMCA (which operates with a 'break-even' financial objective). As such, CMCA typically requires peppercorn rates to successfully manage low-cost camping sites.

It should also be noted that a public tender process would be required to determine the preferred operator of the establishment to ensure competitive neutrality requirements were met by Council.

5.5. KEY FINDINGS

The recommended concept for the low-cost camping site in the north of Geelong includes:

- **A site of approx. 1 hectare to accommodate around 50 unpowered sites.**
- **Basic infrastructure to meet the needs of the non-commercial camping market, including a dump point, potable water, toilets, BBQ and shelter facilities, as well as a caretaker site.**
- **A full-time equivalent caretaker is also essential to maintain the site, assist with daily operations and ensure it is a safe and secure visitor environment.**
- **A detailed site assessment identified *Seagull Paddock* as the preferred location for the project, which is attributed to:**
  - **Proximity to food retail, which will support local consumption;**
  - **Proximity to Geelong Port, which will ensure the facility captures RV travellers on the SoT; and**
  - **Existing infrastructure, including water, sewerage and an RV dump point, which will support development of site facilities and amenity.**
- **The preferred operating model, which will support project viability, is for Council to outsource operation to CMCA (an existing not-for-profit organisation). The benefits of this structure includes:**
  - **Limiting the financial burden on Council, as CMCA provides up-front capital funding and recruits a volunteer caretaker from its membership base (which reduces overall costs of operation);**
  - **Organisational expertise in successfully managing a low-cost camping site, given CMCA already operates 11 sites across Australia; and**
  - **Providing a quality brand perception for RV travellers, given the associated awareness of CMCA within the camping market, which will support visitation to the site.**

A feasibility analysis was conducted (see following sections) to determine the financial sustainability and economic benefits of the project concept.

6. COST-BENEFIT ANALYSIS

6.1. OVERVIEW

This section provides a cost-benefit analysis for the recommended low-cost camping option, which is designed to examine the project's financial viability.

As part of the analysis, a financial model was prepared for the development and operation of the camping site over a 10-year period[32]. This details the estimated cashflow results, as well as the expected Return On Investment (ROI), which is assessed via the Net Present Value (NPV) and Benefit Cost Ratio (BCR). Definitions of cost-benefit terms can be found in the glossary.

The financial model draws on several key variables, which are explored throughout this section, including:

- Visitor demand (i.e. site occupancy);
- Capital and operating costs; and
- Benefits, including camping revenue and flow-on visitor expenditure.

The detailed financial model can be found in Appendix B and the ROI assumptions can be found in Appendix C

Unless indicated otherwise, it is assumed that all financial estimates are in current (2022) dollars Please note that all assumptions have been benchmarked against suitable comparators and industry standards (where relevant). As such, these figures are indicative only and subject to further investigation and market testing.

6.2. VISITOR DEMAND PROJECTIONS

Visitor demand, which is reflected by the number of overnight camping visitors, is determined by site occupancy. Given that this is a new concept in the Geelong region, demand was estimated using a range of occupancy scenarios.

The purpose of applying different assumptions for occupancy is to test a key area of risk for the low-cost camping site, which includes the level of visitation.

The below scenarios reflect demand for overnight stays only. However, this concept will also attract RV users that will exclusively use the accessible dump point during a stopover (without staying overnight). Previous industry research[33] indicates that users of the dump point will visit an area as a stopover point only and are less likely to spend additional time in the region. As such, dump point users are expected to generate minimal financial or economic benefits and are, therefore, excluded from this analysis.

6.2.1. OCCUPANCY SCENARIOS

Scenario 1 – 12% average occupancy p.a

This is based on average annual occupancy rates for unpowered camping sites in Victoria for 2019 and 2021[34], provided by the *Caravan Industry Association of Australia*[35].

This rate is conservative and includes stays at unpowered sites for both commercial and non-commercial accommodation across the state.

[32] Project construction is defined as 'Year 0', with the cashflow detailing operation from 'Year 1' to 'Year 10'.

[33] Conducted by Urban Enterprise in 2019

[34] The 2020 calendar year was excluded due to COVID-19 restrictions on population movements, which impacted the occupancy rates for accommodation.

[35] The Caravan Industry Association of Australia in collaboration with BDO collects data on a monthly basis from participating caravan parks in Australia. This data is anonymised and depersonalised to a statistically significant level of detail before average occupancy insights are published.

Scenario 2 – 20% average occupancy p.a.

This is based on average annual occupancy rates across all low-cost camping sites operated by CMCA across Australia, which is relatively conservative as it factors in a range of different locations.

Scenario 3 – 50% average occupancy p.a.

This is based on the highest level of occupancy received by CMCA at its most popular camping site, demonstrating the potential 'upper limit' rate of visitation that the Geelong low-cost camping site could attract.

A higher rate of occupancy also reflects the strategic advantages of establishing a low-cost camping site in Geelong, which will capture a portion of the existing high levels of camping visitation, future SoT travellers, as well as travellers in transit to Western Victoria/Melbourne.

6.2.2. DEMAND PROJECTIONS

The demand projections for each scenario are detailed in Table T19, with overnight visitation estimated to range from **4,380 visitors** (Scenario 1) to **18,250 visitors** (Scenario 3).

This is based on the establishment of 50 sites, as well as average site density of two people, which reflects the visitor profile whereby the 'non-commercial' camping market is predominantly adult couples (i.e. grey nomads).

T19. DEMAND PROJECTIONS

	Scenario 1 (12% occupancy)	Scenario 2 (20% occupancy)	Scenario 3 (50% occupancy)
Sites	50	50	50
Site Density	2	2	2
Number of Sites Occupied p.a.	2,190	3,650	9,125
Total Visitors p.a.	4,380	7,300	18,250

Source: Various, derived by Urban Enterprise, 2022

For the purposes of this analysis, site occupancy is not expected to change over time, as this is likely to remain relatively constant once fully operational.

6.3. PROJECT EXPENDITURE

6.3.1. CAPITAL EXPENDITURE

Capital expenditure estimates, which were provided by CMCA (based on similar development costs at other camping sites) totals around **$97,000**. These are detailed in the table below, noting:

- Upfront infrastructure costs will be fully funded by CMCA as the preferred site operator;
- The RV dump point assumes connection to reticulated sewerage, however, these costs are likely to be reduced given the preferred site already has this infrastructure; and
- The park custodian site (for volunteer site managers) includes a concrete pad and hardstand area for custodian RV, power supply and water connection.

T20. CAPITAL EXPENDITURE

Item	Cost
RV Dump Point	$12,000
Water Services	$8,000
Fencing	$8,000
Signage	$4,000
Park Custodian Site	$20,000
Picnic Shelter (fire pit, BBQ, tables, noticeboard, etc.)	$20,000
Gated entrance and Internal driveways	$25,000
Total Capital Expenditure	$97,000

Source: CMCA, 2022

6.3.2. OPERATING EXPENDITURE

The annual operating expenditure for the low-cost camping site is detailed in Table T21, based on information provided by CMCA (using its existing camping sites as a benchmark).

Operating expenditure totals **$23,000** in Year 1 of operation, noting that:

- These ongoing costs are dependent on the area of the site, not visitation, and therefore constant across all occupancy scenarios[36];
- The lease payment of $5,000 is an average of existing arrangements at other camping sites, however, this rate will depend on negotiations with Council;
- CMCA manages waste disposal from either utilising council waste collection or a local skip service. CMCA also pays for water and electricity usage through metering on site;
- There are no staffing costs as this operating model is assumed to use CMCA volunteers as park custodians; and
- Whilst this demonstrates first year costs, an inflation rate of 2.5% p.a. is applied to all costs over the 10-year cashflow period.

T21. ANNUAL OPERATING EXPENDITURE (YEAR 1)

Item	Cost
Electricity	$2,000
Water	$1,000
Grounds Maintenance	$8,000
Contractors	$3,000
Lease	$5,000
Rates	$2,500
Insurances	$1,500
Total Operating Expenditure	**$23,000**

Source: CMCA, 2022

[36] CMCA advised that the area of the site determines maintenance costs, which are therefore fixed for different rates of visitation.

6.4. PROJECT BENEFITS

There are two components of project benefits generated by overnight visitors to the site, including:

- Camping revenue (i.e. overnight charge paid by visitors); and
- Associated visitor expenditure (i.e. non-accommodation spend generated by visitors on retail and hospitality).

6.4.1. CAMPING REVENUE

Camping revenue is collected by CMCA for the purposes of subsidising ongoing operating costs. As this organisation is a not-for-profit entity, any profit generated by the camping site is reinvested into CMCA operations (to benefit its members).

Using existing rates at CMCA-operated parks as the benchmark, the average charge for the low-cost camping site is assumed to be **$11 per site/per night**. This factors in both member and non-member rates, based on average site density of two people[37].

As shown in Table T22, Year 1 camping revenue is estimated to range from **$24,090** (Scenario 1) to **$100,375** (Scenario 3).

T22. CAMPING REVENUE (YEAR 1)

	Scenario 1 (12% occupancy)	Scenario 2 (20% occupancy)	Scenario 3 (50% occupancy)
Average Charge (per site/per night)	50	50	50
Number of Sites Occupied	2,190	3,650	9,125
Total Camping Revenue	**$24,090**	**$40,150**	**$100,375**

Source: CMCA, derived by Urban Enterprise, 2022

Whilst this demonstrates first year camping revenue, an inflation rate of 2.5% p.a. is applied to the average charge over the 10-year cashflow period.

[37] For two people, member rates are $7 per site/per night and non-members $15 per site/per night.

6.4.2. ADDITIONAL VISITOR EXPENDITURE

In addition to the camping revenue generated by the site, the overnight visitors will also generate increased visitor expenditure in the region. This includes local consumption on non-accommodation items at local retail and hospitality businesses.

Given that the preferred site is within proximity of restaurants and cafes (along Princes Highway), there is a high likelihood of flow-on expenditure. As shown in Table T23, visitor expenditure in Year 1 is estimated to range from **$289,080** (Scenario 1) to **$1.2 million** (Scenario 3), based on the following assumptions:

- Average spend per visitor (on non-accommodation items) of $66 is based on existing market research for non-commercial campers (see Section 3.3.2);
- The average length of stay – two nights per visitor – is based on an average across all camping sites operated by CMCA[38]; and
- An inflation rate of 2.5% p.a. is applied to the average visitor spend over the 10-year cashflow period.

T23. ADDITIONAL VISITOR EXPENDITURE (YEAR 1)

	Scenario 1 (12% occupancy)	Scenario 2 (20% occupancy)	Scenario 3 (50% occupancy)
Total Visitors	4,380	7,300	18,250
Average Spend per Visitor (non-accommodation items)	$66	$66	$66
Average Length of Stay	2	2	2
Total Visitor Expenditure	**$289,080**	**$481,800**	**$1,204,500**

Source: Various, derived by Urban Enterprise, 2022

6.5. COST-BENEFIT RESULTS

The cost-benefit results for each scenario are shown in Table T24 (overleaf), demonstrating the operating results as well as the ROI (i.e. NPV and BCR).

Scenario 1 – 12% average occupancy p.a

Under Scenario 1 – the most conservative occupancy rate – the low-cost camping site is expected to operate above 'break-even', with operating profits estimated across the 10-year cashflow period (averaging $1,200 p.a.). The level of camping revenue would, therefore, be enough to offset ongoing costs and make this a viable product for CMCA.

After factoring the upfront capital expenditure, the direct BCR is less than 1 and the NPV is negative. However, when the additional visitor expenditure catalysed is considered (ranging from $289,080 in Year 1 to $361,021 in Year 10), it is clear there is a substantial ROI under this scenario.

In addition, this meets CMCA guidelines to operate at break-even. As it is a not-for-profit organisation, there is no requirement to recoup the capital expenditure.

[38] Information provided by CMCA

Scenario 2 – 20% average occupancy p.a.

Achieving 20% occupancy is likely to generate a positive ROI, demonstrated by:

- Average operating profits of $19,000 p.a. over the 10-year period;
- A positive NPV of $36,111; and
- A BCR (greater than 1) of 1.1.

In addition, significant visitor expenditure is expected to be catalysed, ranging from $481,800 in Year 1 to $601,702 in Year 10.

Scenario 3 – 50% average occupancy p.a.

The high-end scenario will achieve the greatest ROI, demonstrated by:

- Average operating profits of $87,000 p.a. over the 10-year period;
- A positive NPV of $504k; and
- A BCR (greater than 1) of 2.8.

The visitor expenditure catalysed increases from $1.2 million in Year 1 to $1.5 million in Year 10.

T24. COST-BENEFIT RESULTS

	Scenario 1 (12% occupancy)	Scenario 2 (20% occupancy)	Scenario 3 (50% occupancy)
Annual Visitors	4,380	7,300	18,250
Camping Revenue - Year 1	$24,090	$40,150	$100,375
Camping Revenue - Year 10	$30,085	$50,142	$125,355
CMCA Operating Expenditure - Year 1	$23,000	$23,000	$23,000
CMCA Operating Expenditure - Year 10	$28,724	$28,724	$28,724
CMCA Capital Expenditure	$97,000	$97,000	$97,000
CMCA Operating Profit/(Loss) - Year 1	$1,090	$17,150	$77,375
CMCA Operating Profit/(Loss) - Year 10	$1,361	$21,418	$96,631
NPV	-$88,540	$36,111	$503,550
BCR	0.7	1.1	2.8
Visitor Expenditure Catalysed:			
Year 1	$289,080	$481,800	$1,204,500
Year 10	$361,021	$601,702	$1,504,255

Source: Urban Enterprise, 2022

6.6. KEY FINDINGS

All occupancy scenarios demonstrate that it is financially viable for CMCA to operate the low-cost camping site in Geelong (at the recommended location). As shown in the table above, direct setup and ongoing costs are borne by CMCA, with Council *not financially responsible* for site development of operation.

The camping revenue received by CMCA is sufficient enough to generate operating profits and subsidise ongoing operating costs, which is the primary financial objective of this operating model. However, occupancy rates for Scenarios 2 and 3 are likely to generate a positive ROI that will also offset the upfront capital expenditure and make it a more valuable proposition for CMCA (or similar not-for-profit organisation).

Importantly, the resultant visitor expenditure for each scenario will also increase the value of the visitor economy and generate flow-on economic benefits for the region (explored in Section 7).

7. ECONOMIC IMPACT ASSESSMENT

7.1. OVERVIEW

The following examines the economic impacts of the low-cost camping site, including the short-term construction phase, as well as the ongoing operational phase that will be delivered once the infrastructure is complete and functional.

This assessment adopts the input-output method of analysis (I-O). The I-O method is based on the interdependencies and relationship between industry sectors and is widely used across the public and private sector to estimate the direct and flow on economic impacts of a project or activity to an economy.

The Productivity Commission of Australia states that *"input-output tables can be used to compute output, employment and income multipliers. These multipliers take account of one form of interdependence between industries – that relating to the supply and use of products. The numbers add up the direct and indirect impacts of a change in final output of a designated industry on economic activity and employment across all industries in an economy."*

The economic impact area adopted for this assessment is the Greater Geelong Local Government Area. All figures in this section are indicative only and based on an adopted set of assumptions. Definitions of economic terms can be found in the glossary.

7.2. CONSTRUCTION PHASE IMPACT (SHORT-TERM)

The direct construction investment of $97,000 over the construction period (i.e. Year 0) is estimated to generate total economic output of $229,000 in the Greater Geelong economy. This includes $97,000 in direct output and $132,000 in indirect output (note: the scale of investment is not sufficient enough to support additional jobs in the region).

T25. CONSTRUCTION PHASE ECONOMIC IMPACT

	Direct Impacts	Indirect Impacts	Total Impacts
Output ($M)	$0.1M	$0.1M	$0.2M
Employment (No.)	-	-	-

Source: Urban Enterprise, 2022.

7.3. OPERATIONAL PHASE (ONGOING)

As mentioned above, the ongoing economic benefits generated by the low-cost camping site, in terms of output and job creation[39], will be realised through *net* impacts to visitor expenditure.

As shown in Table T26 (using Year 1 of operation as an example), estimated economic benefits – including direct and indirect impacts – are expected to include:

- Additional economic output ranging from $600,000 (Scenario 1), $1 million (Scenario 2) to $2.4 million (Scenario 3); and
- Additional employment ranging from 2 jobs (Scenario 1), 5 jobs (Scenario 2) to 13 jobs (Scenario 3)[40].

[39] For the purpose of this report, this represents total jobs and not full-time equivalency

[40] Note: The ongoing impact is based on Year 1 of operation only. While economic benefits will continue to accrue annually, these will fluctuate in line with changes to visitation and spend over time.

T26. OPERATIONAL PHASE ECONOMIC IMPACT (YEAR 1)

	Scenario 1 (12% occupancy)	Scenario 2 (20% occupancy)	Scenario 3 (50% occupancy)
ECONOMIC OUTPUT ($M)			
Direct Impacts	$0.3M	$0.5M	$1.2M
Indirect Impacts	$0.3M	$0.5M	$1.2M
Total	**$0.6M**	**$1M**	**$2.4M**
EMPLOYMENT (No.)			
Direct Impacts	2	3	9
Indirect Impacts	-	2	4
Total	**2**	**5**	**13**

Source: Urban Enterprise, 2022; Note: The ongoing impact is based on Year 1 of operation only. While economic benefits will continue to accrue annually, these will increase in line with changes to visitor spend over time (due to inflation).

7.4. KEY FINDINGS

For each occupancy scenario, the development and operation of the low-cost camping site is likely to have a positive impact on the Greater Geelong economy. This includes the creation of jobs and increases to economic output as follows:

- **Short-term construction benefits of $200,000 in additional economic output; and**
- **Ongoing benefits generated during site operation, ranging from $600,000 in output and 2 jobs created annually (Scenario 1) to $2.4 million in output and 13 jobs created annually.**

APPENDICES

APPENDIX A SUPPLY AUDIT

CARAVAN AND CAMPING ACCOMMODATION

Establishment	Accommodation Type (Commercial/Non-Commercial)	Suburb	LGA	Operating Model
Royal Park	Commercial	Point Lonsdale	Borough of Queenscliff	Council
Golightly Park	Commercial	Point Lonsdale	Borough of Queenscliff	Council
BIG4 Beacon Resort Holiday Park & Motel	Commercial	Queenscliff	Borough of Queenscliff	Private
Queenscliff Recreation Reserve	Commercial	Queenscliff	Borough of Queenscliff	Council
Riverview Family Caravan Park	Commercial	Ocean Grove	City of Greater Geelong	Private
Bellarine Bayside Holiday Parks Portarlington	Commercial	Portarlington	City of Greater Geelong	Committee of Management
Dylene Caravan Park	Commercial	Portarlington	City of Greater Geelong	Private
Barwon Heads Caravan Park	Commercial	Barwon Heads	City of Greater Geelong	Private
Breamlea Caravan Park	Commercial	Bremlea	City of Greater Geelong	Committee of Management
BIG4 Bellarine Holiday Park	Commercial	Marcus Hill	City of Greater Geelong	Private
Collendina Caravan Park	Commercial	Ocean Grove	City of Greater Geelong	Parks Victoria
Ocean Grove Holiday Park	Commercial	Ocean Grove	City of Greater Geelong	Private
Swan Bay Holiday Park	Commercial	Wallington	City of Greater Geelong	Private
Sands Caravan Park	Commercial	Leopold	City of Greater Geelong	Private
Geelong Showgrounds	Non-Commercial	Geelong	City of Greater Geelong	Committee of Management
Anderson Reserve Forshore Camping Ground	Commercial	Indented Head	City of Greater Geelong	Committee of Management
Batman Park - Indented Head	Commercial	Indented Head	City of Greater Geelong	Committee of Management
Taylor Reserve - Indented Head	Commercial	Indented Head	City of Greater Geelong	Committee of Management
Bengalat Reserve St - Leonards	Commercial	St Leonards	City of Greater Geelong	Committee of Management
Karrong Reserve - St Leonards	Commercial	St Leonards	City of Greater Geelong	Committee of Management
Holiday Lifestyle St Leonards Caravan park	Commercial	St Leonards	City of Greater Geelong	Private
Geelong Surfcoast Highway Holiday Park	Commercial	Mount Dundeed	City of Greater Geelong	Private
Moolap Caravan Park	Commercial	Moolap	City of Greater Geelong	Private
Barwon River Holiday Park	Commercial	Geelong	City of Greater Geelong	Private
Riverglen Holiday Park	Commercial	Belmont	City of Greater Geelong	Private
Discovery Parks Geelong	Commercial	Belmont	City of Greater Geelong	Private
Eldorado Tourist and Residential Park	Commercial	Batesford Geelong	City of Greater Geelong	Private
Fairhaven Family Holiday Park	Commercial	Portarlington	City of Greater Geelong	Private

Establishment	Accommodation Type (Commercial/Non-Commercial)	Suburb	LGA	Operating Model
Sherwood Village Caravan Park	Commercial	Belmont	City of Greater Geelong	Private
Wynndean Holiday Resort	Commercial	Ocean Grove	City of Greater Geelong	Private
Holiday Lifestyle Wyndham Cove	Commercial	Werribee South	City of Wyndham	Private
Weeibee South Caravan park	Commercial	Werribee South	City of Wyndham	Private
Honey Hush Caravan park	Commercial	Laverton North	City of Wyndham	Private
Barwon River Inverleigh	Non-Commercial	Inverleigh	Golden Plains Shire	Other
Inverleigh Road Side Stop	Non-Commercial	Inverleigh	Golden Plains Shire	Council
Friday Camp Ground	Commercial	Steiglitz	Golden Plains Shire	Parks Victoria
Bunjils Lookout & Maude Recreation Reserve	Non-Commercial	Maude	Golden Plains Shire	Other
Corio Valley Nudist Club	Commercial	She Oaks	Golden Plains Shire	Private
Boar Gully Campground	Non-Commercial	Baliang	Golden Plains Shire	Parks Victoria
Burchell Trail - Little River Hike	Non-Commercial	Steiglitz	Golden Plains Shire	Parks Victoria
Scarsdale Rest Area Campground	Non-Commercial	Scarsdale	Golden Plains Shire	Other
Smythesdale Gardens Reserve Campground	Non-Commercial	Smythesdale	Golden Plains Shire	Other
Surface Point Campground	Non-Commercial	Enfield	Golden Plains Shire	Parks Victoria
Pitfield Streamside Reserve	Non-Commercial	Pitfield	Golden Plains Shire	Other
Haddon Lions Woady Yaloak Cetenary	Non-Commercial	Haddon	Golden Plains Shire	Council
Clarkesdale Bird Sactuary	Non-Commercial	Happy Valley	Golden Plains Shire	Other
Happy Valley Crossing Streamside Reserve	Non-Commercial	Happy Valley	Golden Plains Shire	Parks Victoria
Berringa Recreation Reserve	Non-Commercial	Berringa	Golden Plains Shire	Committee of Management
Woady Yaloak Creek Picnic Area	Non-Commercial	Scarsdale	Golden Plains Shire	Council
Moorabool River West Branch	Non-Commercial	Morrisons	Moorabool Shire	Parks Victoria
Koolaroo Track- State Forest	Non-Commercial	Mount Wallace	Moorabool Shire	DELWP
Hunts Bridge Camping Area	Non-Commercial	Morrisons	Moorabool Shire	Parks Victoria
Dollys Creek Campground	Non-Commercial	Morrisons	Moorabool Shire	Parks Victoria
Bacchus Marsh Caravan Park	Commercial	Bacchus Marsh	Moorabool Shire	Private
Ballan Caravan Park	Commercial	Ballan	Moorabool Shire	Private
Blackwood Mineral Springs Caravan Park	Commercial	Blackwood	Moorabool Shire	Private
Tanners Road Camp Site	Non-Commercial	Gherang	Surf Coast Shire	DELWP
Hammong Road Campground	Non-Commercial	Wensleydale	Surf Coast Shire	Parks Victoria
BIG4 Anglesea Holiday Park	Commercial	Anglesea	Surf Coast Shire	Private
Anglesea Family Caravan Park	Commercial	Anglesea	Surf Coast Shire	Private
Aireys Inlet Holiday Park	Commercial	Aireys Inlet	Surf Coast Shire	Private
Allenvale Campground	Non-Commercial	Lorne	Surf Coast Shire	Parks Victoria
Sharps Campground	Non-Commercial	Lorne	Surf Coast Shire	Parks Victoria

Establishment	Accommodation Type (Commercial/Non-Commercial)	Suburb	LGA	Operating Model
Lorne Foreshore Caravan Park	Commercial	Lorne	Surf Coast Shire	Committee of Management
Cora Lynn Hike-in Camping Area	Non-Commercial	Lorne	Surf Coast Shire	Parks Victoria
Torquay Foreshore Caravan Park	Commercial	Torquay	Surf Coast Shire	Committee of Management
Big Hill Campground	Non-Commercial	Lorne	Surf Coast Shire	Other
Jan Juc Caravan Park	Commercial	Jan Juc	Surf Coast Shire	Private
Whinbury Hill Equestrian Centre	Commercial	Paraparap	Surf Coast Shire	Private
Winchelsea Caravan Park	Commercial	Winchelsea	Surf Coast Shire	Private

RV DUMP POINT

Location	Free/Paid	LGA	Notes
Ocean Grove Dump Point	Free	Geelong	Free for all users
Geelong Showground Dump Point	Paid	Geelong	For Registered Guests Only (no public access)
Portarlington Seaside Resort	Paid	Geelong	For Registered Guests Only (no public access)
El Dorado Tourist Park	Paid	Geelong	For Registered Guests Only
Riverview Family Caravan Park	Paid	Geelong	For Registered Guests Only
BIG4 Beacon Resort	Paid	Queenscliffe	For Registered Guests Only
Lorne Dump Point	Free	Surf Coast	Free for all users
Winchelsea Dump Point	Free	Surf Coast	Free for all users
BIG4 Anglesea Holiday Park	Paid	Surf Coast	For Registered Guests Only (no public access)
Anglesea Beachfront Family Caravan park	Paid	Surf Coast	For Registered Guests Only (no public access)

APPENDIX B DETAILED FINANCIAL MODEL

SCENARIO 1 (12% OCCUPANCY)

Cost Benefit Assessment for Low-Cost Camping (Scenario 1)											
Overnight Camping Visitors		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
Total Visitors		**4,380**	**4,380**	**4,380**	**4,380**	**4,380**	**4,380**	**4,380**	**4,380**	**4,380**	**4,380**
Camping Revenue		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
Total Camping Revenue		**$24,090**	**$24,692**	**$25,310**	**$25,942**	**$26,591**	**$27,256**	**$27,937**	**$28,635**	**$29,351**	**$30,085**
Operating Expenditure		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
Inflation	2.5%										
Electricity	$2,000	$2,000	$2,050	$2,101	$2,154	$2,208	$2,263	$2,319	$2,377	$2,437	$2,498
Water	$1,000	$1,000	$1,025	$1,051	$1,077	$1,104	$1,131	$1,160	$1,189	$1,218	$1,249
Grounds Maintenance	$8,000	$8,000	$8,200	$8,405	$8,615	$8,831	$9,051	$9,278	$9,509	$9,747	$9,991
Contractors	$3,000	$3,000	$3,075	$3,152	$3,231	$3,311	$3,394	$3,479	$3,566	$3,655	$3,747
Lease	$5,000	$5,000	$5,125	$5,253	$5,384	$5,519	$5,657	$5,798	$5,943	$6,092	$6,244
Rates	$2,500	$2,500	$2,563	$2,627	$2,692	$2,760	$2,829	$2,899	$2,972	$3,046	$3,122
Insurances	$1,500	$1,500	$1,538	$1,576	$1,615	$1,656	$1,697	$1,740	$1,783	$1,828	$1,873
Total Operating Expenditure		**$23,000**	**$23,575**	**$24,164**	**$24,768**	**$25,388**	**$26,022**	**$26,673**	**$27,340**	**$28,023**	**$28,724**
Capital Expenditure	**Year 0**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
RV Dump Point	$12,000										
Water Services	$8,000										
Fencing	$8,000										
Signage	$4,000										
Park Custodian Site	$20,000										
Picnic Shelter (fire pit, BBQ, tables)	$20,000										
Gated entrance and Internal driveways	$25,000										
Total Capital Expenditure	**$97,000**										
Total Expenditure	**$97,000**	**$23,000**	**$23,575**	**$24,164**	**$24,768**	**$25,388**	**$26,022**	**$26,673**	**$27,340**	**$28,023**	**$28,724**
Operating Profit (Loss)	**($97,000)**	**$1,090**	**$1,117**	**$1,145**	**$1,174**	**$1,203**	**$1,233**	**$1,264**	**$1,296**	**$1,328**	**$1,361**

SCENARIO 2 (20% OCCUPANCY)

Cost Benefit Assessment for Low-Cost Camping (Scenario 2)											
Overnight Camping Visitors		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
Total Visitors		**7,300**	**7,300**	**7,300**	**7,300**	**7,300**	**7,300**	**7,300**	**7,300**	**7,300**	**7,300**
Camping Revenue		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
Total Camping Revenue		**$40,150**	**$41,154**	**$42,183**	**$43,237**	**$44,318**	**$45,426**	**$46,562**	**$47,726**	**$48,919**	**$50,142**
Operating Expenditure		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
Inflation	2.5%										
Electricity	$2,000	$2,000	$2,050	$2,101	$2,154	$2,208	$2,263	$2,319	$2,377	$2,437	$2,498
Water	$1,000	$1,000	$1,025	$1,051	$1,077	$1,104	$1,131	$1,160	$1,189	$1,218	$1,249
Grounds Maintenance	$8,000	$8,000	$8,200	$8,405	$8,615	$8,831	$9,051	$9,278	$9,509	$9,747	$9,991
Contractors	$3,000	$3,000	$3,075	$3,152	$3,231	$3,311	$3,394	$3,479	$3,566	$3,655	$3,747
Lease	$5,000	$5,000	$5,125	$5,253	$5,384	$5,519	$5,657	$5,798	$5,943	$6,092	$6,244
Rates	$2,500	$2,500	$2,563	$2,627	$2,692	$2,760	$2,829	$2,899	$2,972	$3,046	$3,122
Insurances	$1,500	$1,500	$1,538	$1,576	$1,615	$1,656	$1,697	$1,740	$1,783	$1,828	$1,873
Total Operating Expenditure		**$23,000**	**$23,575**	**$24,164**	**$24,768**	**$25,388**	**$26,022**	**$26,673**	**$27,340**	**$28,023**	**$28,724**
Capital Expenditure	**Year 0**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
RV Dump Point	$12,000										
Water Services	$8,000										
Fencing	$8,000										
Signage	$4,000										
Park Custodian Site	$20,000										
Picnic Shelter (fire pit, BBQ, tables)	$20,000										
Gated entrance and Internal driveways	$25,000										
Total Capital Expenditure	**$97,000**										
Total Expenditure	**$97,000**	**$23,000**	**$23,575**	**$24,164**	**$24,768**	**$25,388**	**$26,022**	**$26,673**	**$27,340**	**$28,023**	**$28,724**
Operating Profit (Loss)	**($97,000)**	**$17,150**	**$17,579**	**$18,018**	**$18,469**	**$18,930**	**$19,404**	**$19,889**	**$20,386**	**$20,896**	**$21,418**

SCENARIO 3 (50% OCCUPANCY)

Cost Benefit Assessment for Low-Cost Camping (Scenario 3)											
Overnight Camping Visitors		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
Total Visitors		**18,250**	**18,250**	**18,250**	**18,250**	**18,250**	**18,250**	**18,250**	**18,250**	**18,250**	**18,250**
Camping Revenue		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
Total Camping Revenue		**$100,375**	**$102,884**	**$105,456**	**$108,093**	**$110,795**	**$113,565**	**$116,404**	**$119,314**	**$122,297**	**$125,355**
Operating Expenditure		**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
Inflation	2.5%										
Electricity	$2,000	$2,000	$2,050	$2,101	$2,154	$2,208	$2,263	$2,319	$2,377	$2,437	$2,498
Water	$1,000	$1,000	$1,025	$1,051	$1,077	$1,104	$1,131	$1,160	$1,189	$1,218	$1,249
Grounds Maintenance	$8,000	$8,000	$8,200	$8,405	$8,615	$8,831	$9,051	$9,278	$9,509	$9,747	$9,991
Contractors	$3,000	$3,000	$3,075	$3,152	$3,231	$3,311	$3,394	$3,479	$3,566	$3,655	$3,747
Lease	$5,000	$5,000	$5,125	$5,253	$5,384	$5,519	$5,657	$5,798	$5,943	$6,092	$6,244
Rates	$2,500	$2,500	$2,563	$2,627	$2,692	$2,760	$2,829	$2,899	$2,972	$3,046	$3,122
Insurances	$1,500	$1,500	$1,538	$1,576	$1,615	$1,656	$1,697	$1,740	$1,783	$1,828	$1,873
Total Operating Expenditure		**$23,000**	**$23,575**	**$24,164**	**$24,768**	**$25,388**	**$26,022**	**$26,673**	**$27,340**	**$28,023**	**$28,724**
Capital Expenditure	**Year 0**	**Year 1**	**Year 2**	**Year 3**	**Year 4**	**Year 5**	**Year 6**	**Year 7**	**Year 8**	**Year 9**	**Year 10**
RV Dump Point	$12,000										
Water Services	$8,000										
Fencing	$8,000										
Signage	$4,000										
Park Custodian Site	$20,000										
Picnic Shelter (fire pit, BBQ, tables)	$20,000										
Gated entrance and Internal driveways	$25,000										
Total Capital Expenditure	**$97,000**										
Total Expenditure	**$97,000**	**$23,000**	**$23,575**	**$24,164**	**$24,768**	**$25,388**	**$26,022**	**$26,673**	**$27,340**	**$28,023**	**$28,724**
Operating Profit (Loss)	**($97,000)**	**$77,375**	**$79,309**	**$81,292**	**$83,324**	**$85,408**	**$87,543**	**$89,731**	**$91,975**	**$94,274**	**$96,631**

APPENDIX C RETURN ON INVESTMENT (NPV + BCR)

SCENARIO 1 (12% OCCUPANCY)

Discount rate	7.0%

Year	Benefits	Costs	Discount factor	Discounted benefits	Discounted costs	Discounted net benefits	Net benefits
0	$ -	$ 97,000	1.00	$ -	$ 97,000	-$ 97,000	-$ 97,000
1	$ 24,090	$ 23,000	0.93	$ 22,514	$ 21,495	$ 1,019	$ 1,090
2	$ 24,692	$ 23,575	0.87	$ 21,567	$ 20,591	$ 976	$ 1,117
3	$ 25,310	$ 24,164	0.82	$ 20,660	$ 19,725	$ 935	$ 1,145
4	$ 25,942	$ 24,768	0.76	$ 19,791	$ 18,896	$ 895	$ 1,174
5	$ 26,591	$ 25,388	0.71	$ 18,959	$ 18,101	$ 858	$ 1,203
6	$ 27,256	$ 26,022	0.67	$ 18,162	$ 17,340	$ 822	$ 1,233
7	$ 27,937	$ 26,673	0.62	$ 17,398	$ 16,611	$ 787	$ 1,264
8	$ 28,635	$ 27,340	0.58	$ 16,666	$ 15,912	$ 754	$ 1,296
9	$ 29,351	$ 28,023	0.54	$ 15,965	$ 15,243	$ 722	$ 1,328
10	$ 30,085	$ 28,724	0.51	$ 15,294	$ 14,602	$ 692	$ 1,361
Present value benefits				$ 186,976			
Present value costs					$ 275,516		
Net Present Value						-$ 88,540	
Benefit-cost ratio							0.7

SCENARIO 2 (20% OCCUPANCY)

Discount rate	7.0%						
Year	Benefits	Costs	Discount factor	Discounted benefits	Discounted costs	Discounted net benefits	Net benefits
0	$ -	$ 97,000	1.00	$ -	$ 97,000	-$ 97,000	-$ 97,000
1	$ 40,150	$ 23,000	0.93	$ 37,523	$ 21,495	$ 16,028	$ 17,150
2	$ 41,154	$ 23,575	0.87	$ 35,945	$ 20,591	$ 15,354	$ 17,579
3	$ 42,183	$ 24,164	0.82	$ 34,434	$ 19,725	$ 14,708	$ 18,018
4	$ 43,237	$ 24,768	0.76	$ 32,985	$ 18,896	$ 14,090	$ 18,469
5	$ 44,318	$ 25,388	0.71	$ 31,598	$ 18,101	$ 13,497	$ 18,930
6	$ 45,426	$ 26,022	0.67	$ 30,269	$ 17,340	$ 12,929	$ 19,404
7	$ 46,562	$ 26,673	0.62	$ 28,996	$ 16,611	$ 12,386	$ 19,889
8	$ 47,726	$ 27,340	0.58	$ 27,777	$ 15,912	$ 11,865	$ 20,386
9	$ 48,919	$ 28,023	0.54	$ 26,609	$ 15,243	$ 11,366	$ 20,896
10	$ 50,142	$ 28,724	0.51	$ 25,490	$ 14,602	$ 10,888	$ 21,418
Present value benefits				$ 311,626			
Present value costs					$ 275,516		
Net Present Value						**$ 36,111**	
Benefit-cost ratio							**1.1**

SCENARIO 3 (50% OCCUPANCY)

Discount rate	7.0%						
Year	Benefits	Costs	Discount factor	Discounted benefits	Discounted costs	Discounted net benefits	Net benefits
0	$ -	$ 97,000	1.00	$ -	$ 97,000	-$ 97,000	-$ 97,000
1	$ 100,375	$ 23,000	0.93	$ 93,808	$ 21,495	$ 72,313	$ 77,375
2	$ 102,884	$ 23,575	0.87	$ 89,863	$ 20,591	$ 69,272	$ 79,309
3	$ 105,456	$ 24,164	0.82	$ 86,084	$ 19,725	$ 66,359	$ 81,292
4	$ 108,093	$ 24,768	0.76	$ 82,464	$ 18,896	$ 63,568	$ 83,324
5	$ 110,795	$ 25,388	0.71	$ 78,995	$ 18,101	$ 60,894	$ 85,408
6	$ 113,565	$ 26,022	0.67	$ 75,673	$ 17,340	$ 58,333	$ 87,543
7	$ 116,404	$ 26,673	0.62	$ 72,491	$ 16,611	$ 55,880	$ 89,731
8	$ 119,314	$ 27,340	0.58	$ 69,442	$ 15,912	$ 53,530	$ 91,975
9	$ 122,297	$ 28,023	0.54	$ 66,522	$ 15,243	$ 51,279	$ 94,274
10	$ 125,355	$ 28,724	0.51	$ 63,724	$ 14,602	$ 49,122	$ 96,631
Present value benefits				$ 779,066			
Present value costs					$ 275,516		
Net Present Value						**$ 503,550**	
Benefit-cost ratio							**2.8**

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2.16. Tender T2200058 - Municipal Waste and Green Organics Bulk Haulage Services

Source: **Customer & Corporate Services**
Acting Director: **Karen Olesnicky**

Purpose

1. To establish a panel of contractors for the provision of municipal waste and green organics bulk haulage services.

Background

2. The City currently has a panel of three contractors that supply the City with this service however the contract and all extensions have expired, and a new contract is required.

Key Matters

3. The Procurement Services Unit administered an open tender process on behalf of the Environment and Waste Department to provide services to move bulk household and green organics throughout the municipality.
4. The submissions were evaluated in accordance with the processes detailed in the City's 'Procurement and Contracts Manual'.
5. Subject to Council awarding the contracts, the services will commence in July 2022 and run for an initial 3-year period with the option of 2 x 12-month extensions at the sole discretion of the City.

RESOLUTION - Item 2.16

Cr Moloney moved, Cr Mansfield seconded -

That Council:

1. **Award Contracts C2200058 for the Municipal Waste and Green Organics Bulk Haulage Services, for the tendered schedule of rates (excl. GST), for an initial term of 3 years with 2 x 12-month options to extend to the following tenderers:**
   - **1.1 Newcomb Sand and Soil Pty Ltd (ABN 12 006 757 660);**
   - **1.2 Green Care Mulching Pty Ltd as Trustee for the Norton Development Trust T/A Green Care Mulching (ABN 84 158 549 262); and**
   - **1.3 DRW Investments Pty Ltd t/a Wettenhalls (ABN 48 162 126 703).**
2. **Authorise for the Chief Executive Officer to execute Contract No. C2200058 and any other documents required by or to give effect to the terms of the contract on behalf of Council.**

Carried

Financial Sustainability

6. The estimated budgeted cost for the delivery of these services is $640,000 per annum (excluding GST) for a total cost over the full five years, inclusive of optional extensions, of $3,200,000.

7. These services are already being provided to the City and costs are not expected to increase significantly and will fall within the estimated budgeted amount.

Community Engagement

8. There was no community engagement conducted for this tender due to the nature of its ongoing role in council to provide waste services.

9. The tender was published on 31 March 2022 and closed on 27 April 2022.

10. There was no collaboration on this tender as it was offered as a panel contract based on tendered schedule of rates with no known quantities of current or future work that could have been leveraged from.

Social Equity and Sustainability

11. The selected contractors are all Geelong based, offer employment opportunities to the local region and have committed to purchasing resources, materials and sub-contract from within the region if and as needed.

Relevant Law/Policy/Legal Implications

12. This tender was advertised in accordance with the requirements of section 109 of the *Local Government Act 2020* and the tender process has been conducted in accordance with the City's Procurement Policy.

Alignment to Community Plan and Vision

13. This report aligns with Our Community Plan 2021-2025 strategic priority:
Sustainable growth and environment.

Conflict of Interest

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

Risk Assessment

15. 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 Sustainability

16. 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.

Tender Details

Contract Details

17. Contract - C2200058 Municipal Waste and Green Organics Bulk Haulage Services.

Invitation to Tender

18. The City issued an invitation to tender T2200058 Municipal Waste and Green Organics Bulk Haulage Services on 31 March 2022 seeking to appoint a suitably qualified and experienced panel of contractors to undertake the haulage of waste materials.

Table 1 Invitations to Tender

Medium	Date Advertised
eProcure	31 March 2022
Print Media	7 April 2022

Tender Evaluation Panel

19. The Tender Evaluation Panel comprised of the following staff.

Table 2 Tender Evaluation Panel

Position Title	Panel role
Procurement Specialist	Chair – non-voting
Manager Environment and Waste	Member - voting
Coordinator Waste Management	Member - voting
Operations Leader	Member - voting

Tender Submissions

20. At tender close the City received seven submissions.

Table 3 Tender Submissions Received

Tender		Conforming tender
A	Newcomb Sand and Soil	Yes
B	Green Care Mulching Pty Ltd as Trustee for the Norton Development Trust T/A Green Care Mulching	Yes
C	DRW Investments Pty Ltd t/a Wettenhalls	Yes
D	Tenderer D	Yes
E	Tenderer E	Yes
F	Tenderer F	Yes
G	Tenderer G	Yes

Tender Evaluation

21. The Tender Evaluation Panel used the following qualitative criteria to assess the submissions:

Table 4 Comparative Criteria Weighting

Comparative Criteria	Weighting %
Economic & local content contribution	10
Capability and experience	30
Methodology / plan for performing the contract	15
Proposed plant and equipment levels	30
Quality and risk systems	15

Tender Evaluation Scores

22. At the conclusion of the evaluations the tender were ranked as shown below.

Table 5 Tender Evaluation Scores

Tender		Rank
A	Newcomb Sand and Soil	Recommended
B	Green Care Mulching Pty Ltd as Trustee for the Norton Development Trust T/A Green Care Mulching	Recommended
C	DRW Investments Pty Ltd t/a Wettenhalls	Recommended
D	Tenderer D	Not Recommended
E	Tenderer E	Not Recommended
F	Tenderer F	Not Recommended
G	Tenderer G	Not Recommended

Post Tender Contact

23. At the conclusion of the tender the three shortlisted tenderers were asked to clarify a number of items each so the panel could better understand the submissions. These clarifications were not required to confirm the shortlist or recommendations but to provide additional detail for use during the contract term.

Probity

24. No probity issues were identified.

Attachments

Nil

2.17. Review of Governance Rules and Public Question and Submission Time Policy

Source:	**Office of the Chief Executive**
Chief Executive Officer:	**Martin Cutter**

Purpose

1. For Council to endorse the release of the draft updated Governance Rules (**Attachment 1**) and draft Public Question and Submission Time Policy

2. (**Attachment 2**) for community engagement for a period of three (3) weeks.

Background

3. The *COVID-19 Omnibus (Emergency Measures) Act 2020,* which permitted councils to temporarily hold meetings virtually and facilitate livestreaming, is due to expire on

4. 2 September 2022.

5. The *Regulatory Legislation Amendment (Reform) Act 2022* (the Amendment Act) provides for changes to the *Local Government Act (Vic) 2020* (the Act) to facilitate ongoing attendance and participation by electronic means of communication.

6. Changes to the Act effective from 2 September 2022, include the additions underlined to section 60 relating to Governance Rules:

   (1) A Council must develop, adopt and keep in force Governance Rules for or with respect to the following—
   (a) the conduct of Council meetings (including holding Council meetings by electronic means of communication);
   (b) the conduct of meetings of delegated committees (including holding meetings of delegated committees by electronic means of communication);
   (ba) requesting and approval of attendance at Council meetings and meetings of delegated committees by electronic means of communication.

Key Matters

7. A review of the Governance Rules has been undertaken to incorporate the new legislative provisions that will enable councils to continue to meet by electronic means. These changes are now included in Chapter 2, sections 3.59, 3.60, 3.61 and 3.62 of the Governance Rules and marked up as changes in **Attachment 2**.

8. These changes will also allow Council to continue livestreaming meetings to the public and providing greater access to council meetings to the community.

9. The review and adoption of the Governance Rules aligns with the commencement of new provisions of the Act.

10. The Public Question and Submission Time Policy has been reviewed and proposed changes include:

    10.1. Removal of reference to the repealed *COVID-19 Omnibus (Emergency Measures) Act 2020*;

    10.2. Clarification regarding procedures for questions and submission when attendance is in person and when a question has been submitted but the submitter is not in attendance. These provisions mirror those of the previous Policy prior to the COVID-19 pandemic.

RESOLUTION - Item 2.17

Cr Sullivan moved, Cr Grzybek seconded -

That Council:

1. **Endorse the draft Governance Rules and draft Public Question and Submission Time Policy for community engagement for a period of three (3) weeks; and**

2. **Note that a further report will be presented to Council to adopt the Governance Rules and Public Question and Submission Time Policy which will take into consideration any feedback from the community engagement.**

Carried

Financial Sustainability

11. There are no financial implications associated with the contents of this report.

Community Engagement

12. Section 60(4) of the Act requires Council to undertake a process of community engagement in developing and reviewing the Governance Rules.

13. Community and stakeholder consultation on the draft Governance Rules and draft Public Question and Submission Time Policy will be undertaken for three weeks commencing on 29 June 2022.

14. The limited statutory timeframe for Council's adoption of the necessary amendments to the Governance Rules has limited Council's ability to conduct a more comprehensive and consultative review at this time, therefore it is intended a more fulsome review of the Governance Rules will commence within one year of the adoption of these necessary legislative changes.

Social Equity and Sustainability

15. The Governance Rules outline transparent processes for how council decisions are to be made which support fairness and equity and public participation in decision making.

16. By incorporating permanent provisions that allow meetings to be held electronically and be livestreamed, this will enable community members to have a wider range of access to council meetings.

Relevant Law/Policy/Legal Implications

17. The Governance Rules have been updated in accordance with and reflect the requirements of section 60 of the Act and the new requirements defined in the Amendment Act.

18. The Public Question and Submission Time Policy forms part of the Governance Rules.

Alignment to Community Plan and Vision

19. This report aligns with Our Community Plan 2021-2025 strategic priority:
High-performing council and organisation.

20. This report aligns with the Community led 30-year Vision, "Greater Geelong: A Clever and Creative Future" community aspiration:
Development and implementation of sustainable solutions.

Conflict of Interest

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

Risk Assessment

22. Adopting the Governance Rules by 2 September 2022 ensures compliance with the Act.

Environmental Sustainability

23. There are no direct environmental implications associated with the contents of this report.

Attachments

1. DRAFT Governance Rules (1) [**2.17.1** - 38 pages]
2. DRAFT Public Question and Submission Time Policy (1) [**2.17.2** - 9 pages]

THE CITY OF
GREATER GEELONG

GOVERNANCE RULES

VERSION: 2

Approval Date:
Approved by: Council
Review Date: 1 September 2024
Responsible Officer: Manager Governance
Authorising Officer: Chief Executive Officer

CITY OF GREATER GEELONG

GOVERNANCE RULES

Introduction

1. Nature of Rules

These are the Governance Rules of Greater Geelong City Council, made in accordance with section 60 of the *Local Government Act 2020*.

2. Date of Commencement

These Governance Rules commence on 1 September 2020.

3. Contents

These Governance Rules are divided into the following Chapters:

Chapter	Name
Chapter 1	Governance Rules Framework
Chapter 2	Meeting Procedure for Council Meetings
Chapter 3	Meeting Procedure for Delegated Committees
Chapter 4	Meeting Procedure for Community Asset Committees
Chapter 5	Joint meetings of councils
Chapter 6	Disclosure of Conflicts of Interest
Chapter 7	Miscellaneous
Chapter 8	Election Period Policy

4. Definitions

In these Governance Rules, unless the context suggests otherwise the following words and phrases mean:

Act means the *Local Government Act 2020*.

Chief Executive Officer includes an Acting Chief Executive Officer.

Community Asset Committee means a Community Asset Committee established under section 65 of the Act.

Council means Greater Geelong City Council.

Council meeting has the same meaning as in the Act.

Delegated Committee means a Delegated Committee established under section 63 of the Act.

Joint Council meeting means a meeting in accordance with section 62 of the Act.

Mayor means the Mayor of Council.

Rules means these Governance Rules.

DRAFT

CHAPTER 1 – GOVERNANCE RULES FRAMEWORK

1. Context

These Rules should be read in the context of and in conjunction with:

1.1 the overarching governance principles specified in section 9(2) of the Act; and

1.2 the following documents approved by Council:

1.2.1 Transparency Policy;

1.2.2 Community Engagement Policy; and

1.2.3 Public Question and Submission Time Policy.

2. Decision Making

2.1 In any matter in which a decision must be made by Council (including persons acting with the delegated authority of Council), Council must consider the matter and make a decision:

2.1.1 fairly, by giving consideration and making a decision which is balanced, ethical and impartial; and

2.1.2 on the merits, free from favouritism or self-interest and without regard to irrelevant or unauthorised considerations

2.2 Council must, when making any decision to which the principles of natural justice apply, adhere to the principles of natural justice (including, without limitation, ensuring that any person whose rights will be directly affected by a decision of Council is entitled to communicate their views and have their interests considered).

2.3 Without limiting anything in paragraph 2.2:

2.3.1 before making a decision that will directly affect the rights of a person, Council (including any person acting with the delegated authority of Council) must identify the person or persons whose rights will be directly affected, give notice of the decision which Council must make and ensure that such person or persons have an opportunity to communicate their views and have their interests considered before the decision is made;

2.3.2 if a report to be considered at a Council meeting concerns subject-matter which will directly affect the rights of a person or persons, the Report must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered;

2.3.3 if a report to be considered at a Delegated Committee meeting concerns subject-matter which will directly affect the rights of a person or persons, the Report must record whether the person has or persons have been provided with an opportunity to communicate their views and have their interests considered; and

2.3.4 if a City officer proposes to make a decision under delegation and that decision will directly affect the rights of a person or persons, the City officer must, when making that decision, complete a Delegate Report that records that notice of the decision to be made was given to the person or persons and such person or persons were provided with an opportunity to communicate their views and their interests considered.

CHAPTER 2 - MEETING PROCEDURES FOR COUNCIL MEETINGS

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PART 1 - PRELIMINARY

1.1 Purpose of this Chapter

The purpose of this Chapter is to:

1.1 provide for the election of the Mayor and any Deputy Mayor;

1.2 provide for the appointment of any Acting Mayor; and

1.3 provide for the procedures governing the conduct of Council meetings.

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1.2 DEFINITION OF THE WORDS USED IN THIS CHAPTER

Absolute Majority	means a number of votes greater than one-half of the total number of votes cast, and if necessary, includes the vote by a ballot.
Amendment	means a proposed alteration to improve the terms of a motion, without being contradictory.
Chairperson	means the chair of a meeting and includes acting, temporary, or substitute chairperson.
City	means the City of Greater Geelong.
City officer	has the same meaning given to that term in section 3 of the Act, namely: a. a natural person who is employed by the Chief Executive Officer (other than an independent Contractor under a contract of service or a volunteer) to enable: i. the functions of the Council under the Act or any other Act to be carried out; ii. the Chief Executive Officer to carry out their functions; b. the Chief Executive Officer.
Clause	means a clause of these Rules.
Councillor	means a person elected to the office and is a member of Council.
Deliver	means to hand over or mail to a recipient and includes transmission by facsimile, electronic mail or publication on the Geelong Australia Website.
Deputy Mayor	means a Councillor elected to be the Deputy Mayor in accordance with the Division 3 of the Act.
Geelong Australia Website	means the Council website www.geelongaustralia.com.au or such other website which replaces it.
Joint letter	means a letter which has been signed by at least ten people or executive/committee representatives from ten separate entitles whose names and physical addresses also appear on the letter.
Majority	in relation to votes or Councillors means the number of votes or Councillors constituting more than half of the total number.
*Municipal Distric*t	means the area from time to time comprising the municipal district of the City.

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2. PART 2 - ELECTION OF MAYOR & DEPUTY MAYOR

2.1 ELECTION OF THE MAYOR

2.1.1 The Mayor will be elected for a term of 2 years.

2.1.2 The Mayor must be elected within 1 month of the date of the general election.

2.1.3 At the end of the Mayoral term, the Council must meet at a date as close as possible to the end of the Mayoral term to conduct the election of the next Mayor.

2.1.4 If the office of the Mayor becomes vacant:

2.1.4.1 a new Mayor must be elected within one month after any vacancy in the office of the Mayor; and

2.1.4.2 the Councillor elected to fill the vacancy serves the remaining period of the previous Mayor's term.

2.2 PROCEDURE FOR ELECTION OF THE MAYOR

2.2.1 The Chief Executive Officer must open the meeting at which the Mayor is to be elected and preside until a Mayor is elected.

2.2.2 The Chief Executive Officer will be responsible for:

2.2.2.1 the receipt of nominations for the election of Mayor; and

2.2.2.2 the election of Mayor.

2.2.3 The election of the Mayor shall be by vote, unless there is only one Councillor nominated for Mayor.

2.2.4 The Councillor who receives the *absolute majority* of votes cast must be declared the elected Mayor.

2.2.5 The Chief Executive Officer shall be responsible for the counting of votes.

2.2.6 For the purpose of Clause 2.2.1, the following will apply:

2.2.6.1 nominations for Mayor must be moved and seconded;

2.2.6.2 a Councillor nominated for Mayor must be asked if they accept their nomination, noting that Councillor may decline their nomination as a mayoral candidate;

2.2.6.3 where only one Councillor is nominated for Mayor, and that nomination is moved and seconded, that Councillor must be declared the Mayor;

2.2.6.4 where two nominations are received, the Councillor with an absolute majority of votes cast must be declared the Mayor. Where there is an equal number of votes, the successful candidate shall be determined by ballot conducted by the Chief Executive Officer in the presence of the meeting. In drawing the ballot, the candidate whose name is first drawn must be declared the Mayor;

2.2.6.5 where there are more than two nominations received, the Councillor who receives an Absolute Majority at the first round of votes cast must be declared elected as the Mayor. If no candidate receives an absolute majority of votes, the candidate with the least number of votes must be eliminated as a candidate and a new vote must be taken for the remaining candidates. This procedure must be repeated until a candidate receives an absolute majority of votes and that candidate shall be declared the Mayor. If the final two candidates receive an equal number of votes, the successful candidate shall be determined by ballot conducted by the Chief Executive Officer in the presence of the meeting.

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In drawing the ballot, the candidate whose name is first drawn is deemed to be the Mayor;

2.2.6.6 if for the purpose of eliminating the candidate with the least number of votes, two or more candidates have the same least number of votes, the candidate to be eliminated shall be determined by ballot conducted by the Chief Executive Officer in the presence of the meeting. The candidate whose name is first drawn will be eliminated.

2.3 OFFICE OF THE DEPUTY MAYOR

2.3.1 Immediately after the election of the Mayor following a general election, the Council must vote to establish the office of the Deputy Mayor for the Council's term.

2.3.2 The Deputy Mayor will be elected for a term of 2 years to coincide with the term of the Mayor.

2.3.3 At the end of the Deputy Mayor's term, at the same meeting conducted to elect the Mayor at the end of their term, the Council must conduct the election of the next Deputy Mayor.

2.3.4 If the office of the deputy Mayor becomes vacant:

2.3.4.1 a new Deputy Mayor must be elected within one month after any vacancy in the office of the Deputy Mayor; and

2.3.4.2 the Councillor elected to fill the vacancy of Deputy Mayor serves the remaining period of the previous Deputy Mayor's term.

2.3.5 The Deputy Mayor must perform the role of the Mayor and may exercise any of the powers of the Mayor if:

2.3.5.1 The Mayor is unable for any reason to attend a Council meeting or part of a Council meeting; or

2.3.5.2 the Mayor is incapable of performing the duties of the office of Mayor for any reason including illness; or

2.3.5.3 The office of the Mayor becomes vacant, until the next election of the Mayor.

2.4 PROCEDURE FOR ELECTION OF THE DEPUTY MAYOR

For the purposes of the election of the Deputy Mayor, the provisions of clause 2.2 for the election of the Mayor will apply to the election of the Deputy Mayor, save for any reference to the Chief Executive Officer being substituted by a reference to the Mayor, and any reference to the Mayor shall become a reference to the Deputy Mayor.

2.5 ELIGIBILITY TO BE MAYOR OR DEPUTY MAYOR

Any Councillor is eligible for election to the office of Mayor or Deputy May, unless they are precluded from doing so under section 167 of the Act.

2.6 APPOINTMENT OF ACTING MAYOR

If Council has not established an office of the Deputy Mayor and it becomes required to appoint an Acting Mayor, it can do so by:

2.6.1 resolving that a specified Councillor be so appointed; or

2.6.2 following the procedure set out in Rule 2.2 of this Chapter,

at its discretion.

PART 3 - PROCEDURE AT MEETINGS

3.1 PURPOSE

To regulate the conduct of all Council meetings.

3.2 SCOPE

Governance Rules apply to all Council meetings.

3.3 DATES AND TIMES OF MEETINGS FIXED BY COUNCIL

Subject to Rule 3.4, Council must from time to time fix the date, time and place of all Council meetings.

3.4 COUNCIL MAY ALTER MEETING DATES

Council may change the date, time and place of any Council meeting which has been fixed by it and must provide reasonable notice of the change to the public.

3.5 MEETINGS NOT FIXED BY *COUNCIL*

3.5.1 The Mayor or at least 3 Councillors may by a written notice call a Council meeting.

3.5.2 The notice must specify the date and time of the Council meeting and the business to be transacted.

3.5.3 The Chief Executive Officer must convene the Council meeting as specified in the notice.

3.5.4 Unless all Councillors are present and unanimously agree to deal with any other matter, only the business specified in the written notice can be transacted at the Council meeting.

3.6 NOTICE

3.6.1 Council must, at least 7 days before the holding of a Council meeting give public notice of the Council meeting, including the time, date and location of the meeting, or such notice as is reasonably practicable in the circumstances.

3.6.2 A notice of a fixed meeting, incorporating or accompanied by an agenda, must be delivered to every Councillor at least 72 hours before the meeting.

3.6.3 A notice of a meeting that is not fixed must be delivered to every Councillor at least 48 hours before the meeting. A period less than 48 hours may, however, be justified if exceptional circumstances exist.

3.7 QUORUM

3.7.2 A Quorum is established when at least a majority of the Councillors are present at a Council meeting.

3.7.3 If after 30 minutes from the scheduled starting time of any meeting, or at any point in time during a meeting, a quorum cannot be obtained or maintained:

3.7.3.1 the meeting will be deemed to have lapsed;

3.7.3.2 the Mayor must convene another Council meeting, the agenda for which will be identical to the agenda for the lapsed meeting; and

3.7.3.3 the Chief Executive Officer must give all Councillors written notice of the meeting convened by the Mayor.

3.8 ADJOURNED MEETINGS

3.8.2 Council may, by resolution, adjourn any Council meeting to a later time on the same day, or for a period not exceeding seven (7) days.

3.8.3 The Chief Executive Officer, or an authorised City officer, must give notice to each Councillor of the date, time and place to which the Council meeting stands adjourned and of the business remaining to be considered.

3.9 CANCELLATION OR POSTPONEMENT OF A MEETING

3.9.1 The Chief Executive Officer may, in the case of an emergency necessitating the cancellation or postponement of a Council meeting, cancel or postpone a Council meeting.

3.9.2 The Chief Executive Officer must present to the immediately following Council meeting a written report on any exercise of the power under this rule.

3.10 CHAIRPERSON

3.10.1 The Mayor must preside at all meetings at which they are present, in the role of Chairperson.

3.10.2 In the absence of the Mayor, the Deputy Mayor must preside at any Council meeting at which they are present, in the role of Chairperson.

3.10.3 In the event that both the Mayor and Deputy Mayor are absent, Council must elect a Chairperson to preside at that meeting.

3.11 DUTIES AND RESPONSIBILITIES OF THE CHAIRPERSON

The duties and responsibilities of the Chairperson are:

3.11.1 to formally declare a Council meeting open, after ascertaining that a quorum is present, and to welcome guest speakers and other visitors;

3.11.2 to preside over and control the meeting, and to conduct it impartially and according to the rules to ensure the smooth passage of business;

3.11.3 to sign minutes of meetings as correct when they have been confirmed;

3.11.4 to present any reports for which they are responsible;

3.11.5 to ensure that debates are conducted in the correct manner;

3.11.6 to declare the results of all votes;

3.11.7 to give rulings on points of order and other questions of procedure;

3.11.8 to preserve order; and

3.11.9 to adjourn (when so resolved) or formally declare the meeting closed when all business has been concluded.

In addition, the Chairperson:

3.11.10 must not accept any motion which is determined by the Chairperson to be:

3.11.10.1 defamatory;

3.11.10.2 objectionable in language or nature;

3.11.10.3 vague or unclear in intention;

3.11.10.4 outside the powers of Council; or

3.11.10.5 irrelevant to the item of business on the *agenda* and has not been admitted as urgent, or purports to be an amendment but is not;

3.11.11 must not accept any motion, question or statement that is derogatory of any Councillor, City officer, or member of the community; and

3.11.12 must call to order any person who is disruptive or unruly during any meeting.

3.12 ORDER AND CONTENT OF BUSINESS

3.12.1 The order and content of business of any Council meeting will be determined by the Chief Executive Officer, after consulting with the Mayor, in order to facilitate and maintain open, efficient and effective processes of government.

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3.12.2 Once an agenda has been sent to Councillors, the order of business for that meeting may be altered with the consent of a majority of the Councillors attending that meeting.

3.13 COUNCILLOR LEAVE OF ABSENCE AND ABSENCE FROM MEETING

3.13.1 Any Councillor seeking leave of absence from Council duties must do so in writing addressed to the Chief Executive Officer. Applications for leave shall be listed for consideration at the next Council meeting and the Council must not unreasonably refuse to grant the request for leave of absence.

3.13.2 Where a leave of absence has been granted to a Councillor, the Chief Executive Officer must record the leave of absence in the minutes of the Council meeting held during the period of the leave of absence.

3.13.3 If Councillor intends to be absent from a meeting, the Councillor must give the Chairperson of that meeting notice of apology prior to the meeting.

3.14 NO PHOTOGRAPHY OR RECORDING OF MEETINGS

With the exception of a City officer authorised by the Chief Executive Officer, no person is permitted to photograph or video or audio record any Council meetings without specific approval by resolution at the meeting.

3.15 RECORD OF PROCEEDINGS

The Chief Executive Officer or a City officer authorised by the Chief Executive Officer shall record in the minutes of each meeting:

3.15.1 the place, date and time of each meeting;

3.15.2 the names of all Councillors present at the meeting;

3.15.3 the names of Council staff present;

3.15.4 the names of all Councillors for whom apologies were received, or for whom leave of absence was granted and will also record leave of absence in the meeting agenda;

3.15.5 arrivals and departures, including temporary departures, of Councillors during the course of the meeting;

3.15.6 all declarations of a conflict of interest by Councillors in agenda items, including an explanation given by the Councillors under Chapter 5 of these Rules;

3.15.7 questions from the public;

3.15.8 each motion and amendment moved, including motions and amendments withdrawn by consent of the Council, or which lapse for want of a seconder;

3.15.9 each motion put to the vote;

3.15.10 the vote cast by each Councillors on each division called;

3.15.11 the adjournment of the meeting and any reason for the adjournment;

3.15.12 the time at which standing orders were suspended and resumed; and

3.15.13 the failure to meet a quorum.

3.16 CONFIRMATION OF MINUTES

At every Council meeting the minutes of the preceding meeting must be dealt with as follows:

3.16.1 a copy of the minutes must be delivered to each Councillor no later than 72 hours before the next meeting;

3.16.2 if no Councillor indicates opposition, the minutes must be declared to be confirmed;

3.16.3 subject to clause 3.17, if a Councillor indicates opposition to the minutes:

3.16.3.1 they must specify the item(s) to which they object;

3.16.3.2 the objected item(s) must be considered separately and in the order in which they appear in the minutes;

3.16.3.3 the Councillor objecting must move accordingly without speaking to the motion;

3.16.3.4 the motion must be seconded;

3.16.3.5 the Chairperson must ask

"*Is the motion opposed*?"

3.16.3.6 if no Councillor indicates opposition, the Chairperson must declare the motion carried without discussion and ask the second question described in Clause 3.16.3.10;

3.16.3.7 if a Councillor indicates opposition, the Chairperson must call on the mover to address the meeting;

3.16.3.8 after the mover has addressed the meeting, the seconder may address the meeting;

3.16.3.9 after the seconder has addressed the meeting (or after the mover has addressed the meeting if the seconder does not), the Chairperson must invite debate by calling on any Councillor who wishes to speak to the motion, providing an opportunity to alternate between those wishing to speak against the motion and those wishing to speak for the motion;

3.16.3.10 if, after the mover has addressed the meeting, the Chairperson invites debate and no Councillor speaks to the motion, the Chairperson must put the motion and, after all objections have been dealt with, ultimately ask:

"*That the Minutes be confirmed*" or

"*That the Minutes, as amended, be confirmed*",

and they must then put the question to the vote.

3.16.3.11 a resolution of Council must confirm the minutes and the minutes must, if practicable, be signed by the Chairperson of the meeting at which they have been confirmed.

3.16.3.12 the minutes must be entered in the minute book and each item in the minute book must be entered consecutively; and

3.16.3.13 unless otherwise resolved or required by law, minutes of a Delegated Committee requiring confirmation by Council must not be available to the public until confirmed by Council.

3.17 NO DEBATE ON CONFIRMATION OF MINUTES

No discussion or debate on the confirmation of minutes is permitted except when the accuracy of the minutes as a record of the meeting to which they relate is questioned.

3.18 DEFERRAL OF CONFIRMATION OF MINUTES

Council may defer the confirmation of minutes until later in the Council meeting or until the next meeting if considered appropriate.

3.19 PUBLICATION OF MINUTES

3.19.1 The Chief Executive Officer must ensure that the minutes of any Council meeting are:

3.19.1.1 published on Council's website and will use reasonable endeavours to do so within 3 business days of a meeting; and

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3.19.1.2 available for inspection at Council's office during normal business hours.

3.19.2 Nothing in these rules requires Council or the Chief Executive Officer to make public any minutes relating to a Council meeting or part of a Council meeting closed to members of the public in accordance with section 66 of the Act.

3.20 DECLARATION OF DIRECT AND INDIRECT INTERESTS

3.20.1 If a Councillor has a direct or indirect interest in relation to an agenda item, that interest must be declared at the time specified in the agenda. The Councillor must leave the room until the matter is concluded.

3.20.2 Nothing in this section takes away from a Councillor's duty under the Act to disclose the existence, nature and class of any conflict of interest that Councillor has in an item of business immediately before the consideration or discussion of that item of business.

3.21 PUBLIC QUESTION AND SUMBISSION TIME

Questions and submissions may be submitted by the public at any Council meeting, and responded to or answered by Council, in accordance with Council's Public Question Time Policy.

3.22 PETITIONS AND JOINT LETTERS

3.22.1 Petitions or joint letters to Council may be presented to Council by a Councillor or a member of the public.

3.22.2 It is incumbent on every Councillor presenting a petition or joint letter to acquaint themselves with the contents of that petition or joint letter, and to ascertain that it does not contain language disrespectful to Council.

3.22.3 Every Councillor presenting a petition or joint letter to Council must:

3.22.3.1 write or otherwise record their name at the beginning of the petition or joint letter; and

3.22.3.2 confine themselves to a statement of the persons from whom it comes, the number of signatories to it, the material matters expressed in it and the text of the request.

3.22.4 A petition or a joint letter:

3.22.4.1 must not be in pencil;

3.22.4.2 may be in any other legible and permanent written form including in an electronic form;

3.22.4.3 must not be defamatory, indecent, abusive or objectionable in language or substance;

3.22.4.4 must for the purpose of a response, contain the name and address of the person or organisation co-ordinating the petition or joint letter;

3.22.4.5 must contain the name and address of each petitioner or signatory;

3.22.4.6 must be signed by at least 12 people; and

3.22.4.7 shall not relate to a matter outside Council's powers and functions.

3.22.5 Every page of a petition or joint letter shall contain the whole of the petition or request.

3.22.6 Any signature appearing on a page which does not contain the whole of the petition or request shall not be considered by the Council.

3.22.7 Every page of a petition or joint letter shall be a single piece of paper and shall not be pasted, stapled, pinned or otherwise affixed to any other piece of paper.

3.22.8 The purpose of any petition shall be recorded in the minutes and shall be the subject of a written response.

3.22.9 The Council may pass a resolution:

3.22.9.1 that a written report be prepared on the contents of the petition or joint letter for presentation to a meeting; and

3.22.9.2 that the petition be referred for consideration in conjunction with an item on the agenda.

3.22.10 If a petition or joint letter relates to an operational matter, that petition or joint letter must be referred to the Chief Executive Officer for action and response.

3.23 MOVING OF MOTIONS OR AMENDMENTS

3.23.1 Motions and amendments must be:

3.23.1.1 within the powers and functions of the Council;

3.23.1.2 related to an item of business on the agenda or to be considered at the meeting; and

3.23.1.3 clear, unambiguous and not defamatory or objectionable in content or nature.

3.23.2 The Chairperson must refuse to accept a motion or amendment which conflicts with this Rule 3.23.

3.23.3 Council must not consider similar agenda items *en bloc*. Each agenda item must be considered individually and must have a mover and a seconder.

3.23.4 A Councillor may move a recommendation in the same form as recommended by City officers or they may move an amended version of that motion in relation to the report being presented.

3.24 INTRODUCING A MOTION OR AMENDMENT

3.24.1 The procedure for moving any motion or amendments to motions at a Council meeting is as follows:

3.24.1.1 the mover must state the subject and nature of the motion or amendment and not speak to it;

3.24.1.2 the motion or amendment must be seconded by a Councillor other than the mover. If there is no seconder for a motion or amendment, the Chairperson must declare the motion or amendment to have lapsed;

3.24.1.3 an amendment may be moved or seconded by any Councillor except the mover or seconder of the original motion;

3.24.1.4 if the motion or amendment is moved and seconded the Chairperson must ask whether the motion is opposed and/or whether any Councillor wishes to speak to the motion;

3.24.1.5 if no Councillor indicates opposition or a desire to speak to the motion, the Chairperson must put the motion to the vote;

3.24.1.6 if a Councillor indicates opposition or a desire to speak to the motion or amendment, then the Chairperson must call on the mover to address the meeting;

3.24.1.7 the Chairperson must call upon the seconder of a motion to speak to the motion after the mover has spoken. The seconder of a motion may reserve their right to respond;

3.24.1.8 the Chairperson must call upon any other Councillor who may wish to speak to the motion, after the mover and seconder of the motion have spoken to the motion;

3.24.1.9 if, after the mover has addressed the meeting, the Chairperson has invited other Councillors to speak to the motion or amendment and no Councillor speaks to the motion or amendment, the Chairperson must put the motion or amendment to the vote.

3.25 RIGHT OF REPLY AND DEBATE OF MOTION OR AMENDMENT

3.25.1 If there has been any opposition to a motion, the mover of a motion has the right of reply to matters raised during the debate.

3.25.2 The mover of an amendment has no right to speak in reply.

3.25.3 Subject to any Councillor exercising their right to ask any question concerning or arising out of a motion, the Chairperson must put the motion to the vote immediately after the mover of the motion has spoken in reply.

3.25.4 Any Councillor can debate an amendment irrespective of whether the Councillor has spoken or proposes to speak to the original motion.

3.25.5 Debate on an amendment must be confined to the terms of the amendment.

3.26 MOVING AN AMENDMENT

3.26.1 Subject to this clause, a motion which has been moved and seconded may be amended by leaving out or adding words. Any added words must be relevant to the subject of the motion.

3.26.2 A motion to confirm a previous resolution of Council cannot be amended.

3.26.3 An amendment must not be the negative of, or substantially contrary to, the motion.

3.27 HOW MANY AMENDMENTS MAY BE PROPOSED

3.27.1 Any number of amendments may be proposed to a motion but only one (1) amendment may be accepted by the Chairperson at any one (1) time.

3.27.2 No second or subsequent amendment, whether to the motion or an amendment of it, may be taken into consideration until the previous amendment has been dealt with.

3.27.3 Any one Councillor cannot move more than one (1) amendment in succession.

3.28 AN AMENDMENT ONCE CARRIED

3.28.1 If the amendment is carried, the amended motion then becomes the substantive motion before the meeting and can be further amended.

3.28.2 The mover of the original motion retains the right of reply to the substantive motion.

3.29 PRIORITY OF ADDRESS AND RIGHT TO SPEAK TO MOTION

3.29.1 In the case of competition for the right to speak, the Chairperson must decide the order in which the Councillors concerned will be heard.

3.29.2 A Councillor may speak once on a motion and once on an amendment, except for the mover of a motion who has the right to speak in reply to any opposition to the motion (but not a right to speak in reply to an amendment).

3.30 FORESHADOWING MOTIONS

3.30.1 At any time during debate a Councillor may foreshadow a motion to inform the meeting of their intention to move a motion at a later stage in the meeting. This does not extend to any special right to the foreshadowed motion.

3.30.2 A motion foreshadowed may be prefaced with a statement that in the event of a particular motion before the Chairperson being resolved in a certain way, a Councillor intends to move an alternative or additional motion.

3.30.3 The Chief Executive Officer or a City officer authorised to take the meeting minutes is not expected to record foreshadowed motions in the minutes until the foreshadowed motion is formally moved.

3.30.4 A foreshadowed motion has no procedural standing and is merely a means of assisting the flow of a meeting.

3.31 WITHDRAWAL OF MOTIONS

3.31.1 Before any motion or amendment is put to the vote, it may be withdrawn by the mover and seconder with the leave of the Council.

3.31.2 Where the mover and seconder call for a motion or amendment to be withdrawn, the Chairperson will ask all Councillors if they agree to the withdrawal. If the majority of Councillors objects to the withdrawal of the motion or amendment, it may not be withdraw and the Chairperson must proceed to put the motion or amendment to the vote.

3.32 MOTIONS OR AMENDMENTS IN WRITING

3.32.1 The Chairperson may require that a complex or detailed motion or amendment be in writing.

3.32.2 The Chairperson may adjourn the meeting while the motion or amendment is being written or may defer the matter in the order of business, until the motion or amendment has been written.

3.33 REPEATING A MOTION

The Chairperson may request the person taking the minutes of the meeting to read the motion or amendment to the meeting before the vote is taken.

3.34 DEBATE OF THE MOTION

3.34.1 Debate must always be relevant to the motion or amendment before the meeting, and, if not, the Chairperson must request the speaker to confine the debate to the motion or amendment.

3.34.2 If the speaker continues to debate irrelevant matters after being requested to confine debate, the Chairperson may direct the speaker to be seated and not to speak further in respect of the motion or amendment before the Chairperson.

3.34.3 A speaker to whom a direction has been given under this clause must comply with that direction.

3.34.4 Councillors may remain seated to address the Chairperson, to move or second a motion or amendment, or to take part in a debate.

3.34.5 The Councillor acknowledged by the Chairperson is to speak and must not be interrupted unless:

3.34.5.1 they are called to order; or

3.34.5.2 their speaking time has expired; or

3.34.5.3 a point of order is raised.

3.35 ADDRESSING THE MEETING

If the Chairperson so determines:

3.35.1 any person addressing the Chairperson must refer to the Chairperson as:

3.35.1.1 Mayor; or

3.35.1.2 Madam Mayor; or

3.35.1.3 Mr Mayor; or

3.35.1.4 Chair; or

3.35.1.5 Madam Chair; or

3.35.1.6 Mr Chair

as the case may be;

3.35.2 all Councillors, other than the *Mayor*, must be addressed as Cr .....(Surname).

3.35.3 all members of Council staff must be addressed by their official title followed by their surname where appropriate.

3.35.4 Councillors must address each other by their official titles during debate and throughout a meeting.

3.36 LOST MOTIONS

If a motion is lost without a subsequent motion then being carried it will not be automatically determined that the outcome is contrary to the lost motion. Councillors should instead move a motion detailing further requirements or actions after any motion which is lost.

3.37 TIME LIMITS

3.37.1 A Council meeting must start within 30 minutes of the advertised start time.

3.37.2 A meeting may not continue after 10.00 pm unless a majority of Councillors present vote in favour of its continuance. In the absence of such continuance, a meeting must stand adjourned to a time, date and place announced by the Chairperson immediately before the standing meeting is adjourned.

3.37.3 A Councillor may speak for no longer than the time specified below, unless the Chairperson grants an extension:

3.37.3.1	the mover of a motion	5 minutes
3.37.3.2	any other speaker	3 minutes
3.37.3.3	the mover of a motion exercising the right of reply	2 minutes

3.38 VOTING

3.38.1 To determine a motion before a meeting, the Chairperson must first call for those in favour of the motion, then those opposed to the motion. The Chairperson must declare the result of the vote.

3.38.2 Councillor must vote by show of hands when the Chairperson puts a motion to the vote.

3.38.3 All Councillors present in the meeting room when a vote is taken must vote once only.

3.38.4 The Chairperson must use a casting/second vote if the number of votes in favour of a motion is half the number of Councillor present.

3.38.5 The Chairperson may direct that a vote be recounted to be satisfied of the result.

3.38.6 The Chief Executive Officer must direct that the minutes of the meeting record the name of any Councillor who requests that their vote be recorded against the motion or amendment.

3.38.7 Voting must take place in silence.

3.39 DIVISION

3.39.1 Immediately after the vote on any motion at a meeting and before the next item of business has commenced, a Councillor may call for a division.

3.39.2 When a division is called for, the vote already taken must be treated as set aside and the division shall decide the question, motion or amendment.

3.39.3 The Chairperson must first call upon Councillors to vote in favour of the motion and then call upon Councillor to vote against the motion if a Councillor has requested a division.

3.39.4 Councillors must vote by show of hands and the Chairperson must declare the result of the division.

3.39.5 The Chief Executive Officer must direct that the minutes record the names of the Councillors who voted in favour of the motion, the names of the Councillors who voted against the motion, and the result of the division.

3.40 POINTS OF ORDER

3.40.1 A point of order is taken when a Councillor officially draws the attention of the Chairperson to an alleged irregularity in the meeting proceedings or procedures.

3.40.2 A Councillor may make a point of order on the grounds that a matter is:

3.40.2.1 contrary to these Rules;

3.40.2.2 defamatory or derogatory of any Councillor, City officer, or member of the community;

3.40.2.3 irrelevant;

3.40.2.4 offensive;

3.40.2.5 constitutes a tedious repetition of something already said;

3.40.2.6 prejudicial to any other person or the Council;

3.40.2.7 a matter that should be considered in a session of a meeting closed to the public, in accordance with the Act;

3.40.2.8 outside the Council's functions or power; or

3.40.2.9 improper,

or on the grounds that a person in the chamber is being disruptive or unruly during any meeting.

3.40.3 The Chairperson must decide on all points of order.

3.40.4 The Chairperson may adjourn the meeting to consider a point of order but otherwise must rule on it as soon as it is raised.

3.40.5 All other questions before the meeting are suspended until the point of order is decided.

3.41 DISAGREEMENT WITH CHAIRPERSON'S RULING

3.41.1 A Councillor may move that the meeting disagree with the Chairperson's ruling on a point of order, by moving:

"That the Chairperson's ruling[stating that ruling or part of that ruling] be dissented from"

3.41.2 When a motion in accordance with this Rule is moved and seconded, the Chairperson must leave the chair and the Deputy Mayor (or if there is no Deputy Mayor, a temporary Chairperson elected by the meeting) must take their place.

3.41.3 The Deputy Mayor or temporary Chairperson must invite the mover to state the reasons for their dissent and the Chairperson may then reply.

3.41.4 The Deputy Mayor or temporary Chairperson must put the motion in the following form:

"That the Chairperson's ruling be dissented from"

3.41.5 If the vote is in the negative, the Chairperson resumes the chair and the meeting proceeds.

3.41.6 If the vote is in the affirmative, the Chairperson must then resume the chair, reverse their previous ruling and proceed.

3.41.7 The defeat of the Chairperson's ruling is in no way a motion of censure or no-confidence and must not be so regarded by the meeting.

3.42 PROCEDURE FOR POINT OF ORDER

A Councillor raising a point of order must:

3.42.1 State the point of order; and

3.42.2 State any section, Rule, paragraph or provision relevant to the point of order.

3.43 VALID POINTS OF ORDER

A point of order may be raised in relation to:

3.43.1 a motion, which should not be accepted by the Chairperson under these Rules;

3.43.2 a question of procedure; or

3.43.3 any act of disorder.

3.44 PROCEDURAL MOTIONS

3.44.1 Unless otherwise prohibited, a procedural motion may be moved at any time, and once seconded, must be dealt with immediately by the Chairperson.

3.44.2 A procedural motion requires a seconder.

3.44.3 Notwithstanding any other provision in these Rules, procedural motions must be dealt with in accordance with the following table:

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PROCEDURAL MOTIONS TABLE

Procedural Motion	Form	Mover and seconder	When motion prohibited	Effect if carried	Effect if lost	Debate permitted on
1. Adjournment of debate to later hour and/or date	That this matter be adjourned to *am/pm and/or *date	Any Councillor who has not moved or seconded the substantive motion or otherwise spoken to the substantive motion	(a) During the election of a Chairperson; (b) When another Councillor is speaking	Motion and amendment is postponed to the stated time and/or date	Debate continues unaffected	Yes
2. Adjournment of debate indefinitely	That this matter be adjourned until further notice	Any Councillor who has not moved or seconded the substantive motion or otherwise spoken to the substantive motion	(a) During the election of a Chairperson; (b) When another Councillor is speaking; (c) When the motion would have the effect of causing Council to be in breach of a legislative requirement	Motion and amendment postponed but may be resumed at any later meeting if on the agenda	Debate continues unaffected	Yes

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Procedural Motion	Form	Mover and seconder	When Motion	Effect if carried	Effect if lost	Debate permitted on
3. The closure	That the motion be now put	Any Councillor who has not moved or seconded the Substantive motion or otherwise to the substantive motion	During nominations for Chairperson	Motion or amendment in respect of which closure is carried is put to the vote immediately without debate subject to any Councillor exercising their right to ask any question or arising out of the motion	Debate continues unaffected	No

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Procedural Motion	Form	Mover & seconder	When Motion	Effect if carried	Effect if lost	Debate permitted on
4. Proceeding to next business	That the meeting proceed to the next business Note: This motion: (a) may not be amended; (b) may not be debated; and (c) must be put to the vote as soon as seconded	Any Councillor who has not moved or seconded the substantive motion or otherwise to the substantive motion	(a) During the election of a Chairperson; (b) When another Councillor is speaking; (c) When a motion would have the effect of causing Council to be in breach of a legislative requirement	If carried in respect of: (a) An amendment, Council considers the motion without reference to the amendment; (b) A motion - no vote or further discussion on the motion until it is placed on an agenda for a later Council meeting	Debate continues unaffected	No

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3.45 REPITITIOUS MOTIONS

Once a meeting has rejected a motion, with or without amendment, similar motions to the same effect, even in a different form, are considered to be out of order at that meeting. A motion similar to an amendment to a motion already dealt with at a meeting is also not permissible. However, the matter can be legitimately raised again at a subsequent meeting in accordance with the provisions of these Rules.

3.46 NOTICES OF MOTION

3.46.1 Councillors wanting to include a matter on the agenda may submit a Notice of Motion to the Chief Executive Officer.

3.46.2 A Notice of Motion must:

3.46.2.1 be signed by the Councillor lodging the Notice of Motion;

3.46.2.2 be lodged with the Chief Executive Officer not less than two working days before the agenda is due to be published to enable the Chief Executive Officer to give each other Councillor notice of such Notice of Motion; and

3.46.2.3 relate to the objectives, role and functions of Council as outlined in the Act.

3.46.3 A Notice of Motion must call for an officer report if the Notice of Motion proposes any action that:

3.46.3.1 impacts the levels of Council services;

3.46.3.2 commits Council to expenditure greater than $100,000 that is not included in the adopted budget;

3.46.3.3 proposes to establish, extend or amend Council policy;

3.46.3.4 proposes to impact the rights of any person who has not had the opportunity to contribute their views;

3.46.3.5 commits Council to a contractual arrangement; and/or

3.46.3.6 concerns any litigation in respect of which the City is a party,

unless the matter to be considered by the Notice of Motion is urgent business in which Rule 3.46.11 applies.

3.46.4 The Chief Executive Officer must reject any Notice of Motion that:

3.46.4.1 is vague;

3.46.4.2 is identical or substantially similar to a Notice of Motion or other motion that has been considered by Council in the preceding six (6) months;

3.46.4.3 is defamatory;

3.46.4.4 may be prejudicial to any person or Council;

3.46.4.5 is objectionable in language or nature;

3.46.4.6 is outside the powers of Council; and/or

3.46.4.7 does not meet the requirements of clause 3.46.3.

3.46.5 The Chief Executive Officer may reject a Notice of Motion if it:

3.46.5.1 relates to a matter that can be addressed through the operational service request process; or

3.46.5.2 relates to a matter that has previously been resolved by Council or is acted upon.

3.46.6 If rejecting a Notice of Motion, the Chief Executive Officer must:

3.46.6.1 inform the Councillor who lodged it of that rejection and the reasons for the rejection within 24 hours of receiving the Notice of Motion;

3.46.6.2 give the Councillor who lodged it an opportunity to amend it, which must be completed within 24 hours;

3.46.6.3 if the Notice of Motion cannot be amended to the satisfaction of the Chief Executive Officer, notify the Councillor who lodged it that it will be rejected and explain the reasons for the rejection; and

3.46.6.4 when a Notice of Motion is to be rejected or wording changed by the Chief Executive Officer, the Councillor proposing the Notice of Motion may request the Chief Executive Officer consult with the Mayor to seek their advice on the Chief Executive Officer's ruling and interpretation before the Chief Executive Officer's final decision.

3.46.7 The full text of any Notice of Motion accepted by the Chief Executive Officer must be included in the agenda. The Chief Executive Officer must cause all Notices of Motion to be numbered, dated and entered in the Notice of Motion book in the order in which they were received.

3.38.1 Except by leave of Council, each Notice of Motion must be considered in the order in which they were received by the Chief Executive Officer.

3.46.8 If a Councillor who has given a Notice of Motion is absent from the meeting or fails to move the Motion when called upon by the Chairperson, any other Councillor may move the Motion.

3.46.9 If a Notice of Motion is not moved at the meeting at which it is listed, it lapses.

3.46.10 The Chief Executive Officer may designate a Notice of Motion to be confidential in accordance with the Act, in which case the Notice of Motion will be considered in a session of a meeting that is closed to members of the public.

3.46.11 If the matter to be considered by the Notice of Motion is urgent, then:

3.46.11.1 the provisions in these Rules relating to urgent business apply; and

3.46.11.2 to assist Councillors to make an informed decision regarding an urgent Notice of Motion, the Chief Executive Officer must provide a written report to Councillors regarding the implications of the matters to be considered in the proposed Notice of Motion and that report must be published online before the meeting where it is reasonably practicable to do so.

3.47 NOTICE OF RESCISSION

3.47.1 A Notice of Rescission is a form of Notice of Motion and accordingly all provisions in these Rules regulating Notices of Motion equally apply to Notices of Rescission.

3.47.2 Motions to revoke, rescind or alter a previous resolution can be made:

3.47.2.1 by a Notice of Rescission delivered to the Chief Executive Officer;

3.47.2.2 by recommendation contained in a report by a City officer and included in the agenda, that a previous resolution be altered or revoked.

3.47.3 A Councillor may propose a Notice of Rescission provided that:

3.47.3.1 the resolution proposed to be rescinded has not been acted on;

3.47.3.2 the effect of rescinding the resolution will not place the Council at significant legal, financial or other risk, including non-compliance with statutory obligations; and

3.47.3.3 the resolution proposed to be rescinded has not been acted upon; and

3.47.3.4 the Notice of Rescission is delivered to the Chief Executive Officer and sets out:

3.47.3.4.1 the resolution to be rescinded; and

3.47.3.4.2 the meeting and date at which the resolution was made.

3.47.4 A resolution will be deemed to have been acted on if:

3.47.4.1 its contents have, or substance has, been formally communicated to a person whose interests are materially affected by it; or

3.47.4.2 a statutory process has been commenced,

so as to vest enforceable rights in or obligations on Council or any other person.

3.47.5 The Chief Executive Officer or an appropriate City officer must defer implementing a resolution that:

3.47.5.1 has not been acted on; and

3.47.5.2 is the subject of a Notice of Rescission which has been Delivered to the Chief Executive Officer in accordance with this Rule,

unless deferring implementation of the resolution would place the Council at significant legal, financial or other risk.

3.48 LOSS OF MOTION FOR RESCISSION

If a Notice for Rescission is lost, a similar Notice may not be put before Council for at least two (2) months from the date it was last lost, unless Council resolves that the Notice of Rescission be re-listed at a future meeting.

3.49 NOTICE FOR RESCISSION NOT MOVED

If a Notice for Rescission is not moved at the meeting at which it is listed, it lapses.

3.50 ANY COUNCILLOR TO MOVE NOTICE OF RESCISSION

A Notice for Rescission listed on an agenda may be moved by any Councillor present but may not be amended.

3.51 NOTICE OF RESCISSION NOT REQUIRED

A Notice of Rescission is not required when Council wishes to amend a policy.

3.52 URGENT BUSINESS

3.52.1 Business can only be admitted as urgent business by resolution of the meeting, if the motion is carried by the required number of Councillors present as follows:

Councillors present	Votes required to carry motion
11	8
10	7
9	6
8	6
7	5
6	4

3.52.2 Even if the required Councillors carry the motion, it still will not be accepted as urgent business unless it:

3.52.2.1 relates to or arises out of a matter which has arisen since distribution of the agenda; and

3.52.2.2 cannot be deferred until the next meeting without having a negative impact on the Council, the municipal district or the local community; and

3.52.2.3 cannot be addressed through the operational service request process.

3.52.3 A Councillor proposing that a matter be admitted as urgent business must lodge a request in writing with the Chief Executive Officer by 4.00 pm on the day of the meeting.

3.52.4 The Chief Executive Officer will advise the Chairperson of any matter that they determines to be appropriate for Council to consider admitting as urgent business.

3.53 DISCIPLINE AND SUSPENSIONS

3.53.1 If any Councillor behaves offensively towards any other Councillor or City officer, the offending Councillor will be required by the Chairperson to withdraw the expression and make a satisfactory apology to the meeting.

3.53.2 A Councillor must not use defamatory, indecent, abusive or offensive words in reference to any other Councillor or City officer.

3.53.3 The Chairperson may require a Councillor to withdraw any remark which is defamatory, indecent, abusive or offensive in language or substance.

3.53.4 A Councillor who is required to withdraw a remark must do so immediately, without qualification or explanation.

3.53.5 A Councillor must not make any noise or disturbance while another Councillor or City officer is speaking. If they do so, the Chairperson must call upon the Councillor by name and the Councillor must immediately cease such disturbance.

3.53.6 The Chairperson may suspend from a meeting, for the balance of the meeting, any Councillor whose actions have disrupted the business of the Council and impeded its orderly conduct.

3.54 REMOVAL FROM THE MEETING ROOM

3.54.1 The Chairperson, an authorised City officer, may have any person removed from the Meeting room for reasons of disorderly conduct or for failing to act in accordance with a direction from the Chairperson.

3.54.2 A person removed from a meeting must leave the room in which the meeting is being held where they can no longer disrupt the meeting.

3.55 PUBLIC ADDRESSING THE MEETING

3.55.1 Members of the public do not have a right to address the Council and may only do so in accordance with these rules or with the consent of the Chairperson.

3.55.2 Any member of the public addressing Council must extend due courtesy and respect to Council and the processes under which it operates and must take direction from the Chairperson whenever called on to do so.

3.55.3 Members of the public present at a meeting must not disrupt or interject during a meeting.

3.56 CHAIRPERSON MAY ADJOURN DISORDERLY MEETING

If the Chairperson is of the opinion that disorder at the Council table or in the gallery makes it desirable to adjourn the Council meeting, they may adjourn the meeting to a

later time on the same day or to some later day as they think proper. In that event, the provisions for adjournment of meetings in these Rules apply.

3.57 REMOVAL FROM CHAMBER

The Chair, or Council in the case of a suspension, may ask the Chief Executive Officer or a member of the Victoria Police to remove from the Chamber any person who acts in breach of this Chapter and whom the Chair has ordered to be removed from the gallery under these Rules.

3.58 SUSPENSION OF STANDING ORDERS

3.58.1 To expedite the business of a meeting, Council may suspend standing orders.

3.58.2 The suspension of standing orders should not be used purely to dispense with the processes and protocol of the government of *Council*. An appropriate motion would be:

"That standing order be suspended to enable discussion on……"

3.58.3 No motion can be accepted by the *Chair* or lawfully be dealt with during any suspension of standing orders.

3.58.4 Once the discussion has taken place and before any motions can be put, the resumption of standing orders will be necessary. An appropriate motion would be:

"That standing orders be resumed."

3.59 DETERMINATION OF MEETING FORMAT

3.59.1 By default, Council meetings shall be conducted in person except as provided for in this Part.

3.59.2 Despite 3.59.1, Council may by resolution determine that a specific meeting or meetings will be conducted:

3.59.2.1 in person;

3.59.2.2 by electronic means of communication.

3.60 MEETINGS CONDUCTED IN PERSON

3.60.1 At meetings conducted in person, Councillors shall physically attend the meeting unless a request to participate by electronic means of communication has been granted in accordance with this section.

3.60.2 A request to participate by electronic means of communication must be in writing, signed by the Councillor, and lodged or sent to the Chief Executive Officer at least 6 hours before the commencement of the meeting.

3.60.3 A request to participate by electronic means of communication must provide an explanation as to why the Councillor cannot reasonably participate in the meeting in person. For the avoidance of doubt, a Councillor's personal preference to participate by electronic means of communication does not constitute sufficient grounds for making a request. The Chief Executive Officer, shall, if requested by the Councillor, keep confidential the submitted reasons for the request.

3.60.4 If a request to participate in a meeting by electronic means of communication does not comply with 3.60.3, the Chief Executive Officer shall decline to accept it, and shall notify the Councillor and, if time permits, provide them an opportunity to submit a further request.

3.60.5 Subject to 3.60.6 the Chief Executive Officer shall grant all requests to participate in a meeting by electronic means of communication, and shall notify all Councillors of the decision.

3.60.6 Unless extraordinary circumstances warrant it, the Chief Executive Officer may not grant a request to participate in a meeting by electronic means of communication at the first meeting of Councillors after a General Election, or if the meeting will consider:

3.60.6.1 the election of the Mayor under section 25 of the Act;

3.60.6.2 the election of the Deputy Mayor under section 27 of the Act;

3.60.6.3 the adoption of Governance Rules under section 60 of the Act;

3.60.6.4 the adoption of a Community Vision under section 88 of the Act;

3.60.6.5 the adoption of a Council Plan under section 90 of the Act;

3.60.6.6 the adoption of a Long Term Financial Plan under section 91 of the Act;

3.60.6.7 the adoption of an Annual Budget under section 94 of the Act;

3.60.6.8 the adoption of a Revised Budget under section 94 of the Act;

3.60.6.9 the presentation by the Mayor of an Annual Report under section 100 of the Act; or

3.60.6.10 the adoption of a Councillor Code of Conduct under section 139 of the Act.

3.60.7 A Councillor who is not physically in attendance at a meeting but is present by electronic means of communication without approval, shall be recorded as absent, and cannot to participate in the meeting.

3.61 MEETINGS CONDUCTED BY ELECTRONIC MEANS OF COMMUNICATION

3.61.1 Should the Chief Executive Officer receive requests under 3.59 to participate in a meeting by electronic means of communication from an absolute majority of Councillors, the meeting shall be conducted solely by electronic means of communication.

3.61.2 Should the Chief Executive Officer determine that extraordinary circumstances warrant it, they are authorised to determine that any meeting be conducted solely by electronic means of communication.

3.61.3 The Chief Executive Officer may take all relevant factors into account in making a determination that extraordinary circumstances warrant a meeting being conducted solely by electronic means of communication including, but not limited to:

3.61.3.1 any risk to the health and safety of Councillors, staff and the community;

3.61.3.2 whether all or part of the meeting is planned to be closed to members of the public under section 66(2) of the Act; or

3.61.3.3 whether the orderly conduct of a meeting may be affected by the format of the meeting.

3.62 ADJUSTMENTS TO MEETING RULES

3.62.1 If a meeting is conducted by electronic means of communication, the following modifications to the application of the Rules in this Chapter are to be made:

3.62.1.1 References to a Councillor being present at a meeting shall be a reference to a Councillor being able to both hear and see other members in attendance and be heard and be seen by other members in attendance.

3.62.2 The Chairperson may, with the consent of the meeting, modify the application of any of the Rules in this Chapter to facilitate the more efficient and effective transaction of the business of the meeting.

3.63 PROCEDURE NOT PROVIDED IN THIS CHAPTER

In all cases not specifically provided for by these Rules, resort must be had to the Standing Orders and Rules of Practice of the Upper House of the Victorian Parliament (so far as the same are capable of being applied to Council proceedings).

3.64 CRITICISM OF CITY OFFICERS

3.64.1 The Chief Executive Officer may make a brief statement at a Council meeting in respect of any statement by a Councillor made at the Council meeting criticising them or any City officer.

3.64.2 A statement under this Rule must be made by the Chief Executive Officer, through the Chairperson, as soon as it practicable after the Councillor who made the statement finished addressing Council.

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CHAPTER 3 – DELEGATED COMMITTEES

1. Election Chairs of Delegated Committees

Any election for the Chair of a Delegated Committee will be regulated by Chapter 2 of these Rules as if the reference to the:

1.1 Chief Executive Officer is a reference to the Mayor; and

1.2 Mayor is a reference to the Chair of the Delegated Committee (as the case may be).

2. Meeting Procedure Generally

If Council establishes a Delegated Committee:

2.1 all of the provisions of Chapter 2 apply to meetings of the Delegated Committee; and

2.2 any reference in Chapter 2 to:

2.2.1 a Council meeting is to be read as a reference to a Delegated Committee meeting;

2.2.2 a Councillor is to be read as a reference to a member of the Delegated Committee; and

2.2.3 the Mayor is to be read as a reference to the Chair of the Delegated Committee.

3. Meeting Procedure Can Be Varied

Notwithstanding Rule 1 of this Chapter, if Council establishes a Delegated Committee that is not composed solely of Councillors:

3.1 Council may; or

3.2 the Delegated Committee may, with the approval of Council

resolve that any or all of the provisions of Chapter 2 are not to apply to a meeting of the Delegated Committee, in which case the provision or those provisions will not apply until Council resolves, or the Delegated Committee with the approval of Council resolves, otherwise.

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CHAPTER 4 – MEETING PROCEDURE FOR COMMUNITY ASSET COMMITTEES

1. Introduction

In this Chapter, “Instrument of Delegation” means an instrument of delegation made by the Chief Executive Officer under section 47(1)(b) of the Act.

2. Meeting Procedure

Unless anything in the instrument of delegation provides otherwise, the conduct of a meeting of a Community Asset Committee is in the discretion of the Community Asset Committee.

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CHAPTER 5 – JOINT MEETINGS OF COUCNILS

Regional collaboration provides benefits through collective procurement, increased advocacy and alignment for major projects. While on some matters that are worked on in partnership it's possible for the participating Councils to make their own decisions and determinations, in some circumstances, it may be beneficial to hold Joint Council Meetings as are provided for in the Act.

1. Council may resolve to participate in a Joint Council meeting to consider:
    1.1 Collaborative projects;
    1.2 Collaborative procurement; and/or
    1.3 Emergency Response.
2. If Council has resolved to participate in a Joint Council meeting, the Chief Executive Officer will agree on the applicable governance rules for the meeting with the participating Councils, before the meeting starts.
3. Where the Greater Geelong City Council is the lead Council on a matter to be brought for consideration at a Joint Council meeting, the Mayor will be nominated to Chair the Joint Council meeting
4. At a majority of Councillors will be appointed to represent Council at a Joint Council meeting Consistent information will be provided to Councillors prior to any Joint Meeting and every endeavour will be made by the Chief Executive Officer to facilitate a joint briefing.
5. A joint briefing arranged in accordance with this Rule may be held electronically.

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CHAPTER 6 - DISCLOSURE OF CONFLICTS OF INTEREST

1. Introduction

The following Rules in this Chapter apply only upon Division 1A of Part 4 of the Local Government Act 1989 being repealed.[1]

2. Definition

In this Chapter:

2.1 "meeting conducted under the auspices of Council" means a meeting of the kind described in section 131(1) of the Act, and includes a meeting referred to in Rule 1 of Chapter 6 (whether such a meeting is known as a 'Councillor Briefing' or by some other name); and

2.2 a member of a Delegated Committee includes a Councillor.

3. Disclosure of a Conflict of Interest at a Council Meeting

A Councillor who has a conflict of interest in a matter being considered at a Council meeting at which they:

3.1 are present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the Council meeting immediately before the matter is considered; or

3.2 intend to be present must disclose that conflict of interest by providing to the Chief Executive Officer before the Council meeting commences a written notice:

3.2.1 advising of the conflict of interest;

3.2.2 explaining the nature of the conflict of interest; and

3.2.3 detailing, if the nature of the conflict of interest involves a Councillor's relationship with or a gift from another person, the:

3.2.3.1 name of the other person;

3.2.3.2 nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and

3.2.3.3 nature of that other person's interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those present that they have a conflict of interest and that a written notice has been given to the Chief Executive Officer under this sub-Rule.

The Councillor must, in either event, leave the Council meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

4. Disclosure of Conflict of Interest at a Delegated Committee Meeting

A member of a Delegated Committee who has a conflict of interest in a matter being considered at a Delegated Committee meeting at which they:

4.1 are present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the Delegated Committee meeting immediately before the matter is considered; or

[1] At the time of making these Rules the date on which Division 1A of Part 4 of the *Local Government Act 1989* is expected to be repealed is 24 October 2020.

4.2 intend to present must disclose that conflict of interest by providing to the Chief Executive Officer before the Delegated Committee meeting commences a written notice:

4.2.1 advising of the conflict of interest;

4.2.2 explaining the nature of the conflict of interest; and

4.2.3 detailing, if the nature of the conflict of interest involves a member of a Delegated Committee's relationship with or a gift from another person the:

4.2.3.1 name of the other person;

4.2.3.2 nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and

4.2.4 nature of that other person's interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those present that they have a conflict of interest and that a written notice has been given to the Chief Executive Officer under this sub-Rule.

The member of a Delegated Committee must, in either event, leave the Delegated Committee meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

5. Disclosure of a Conflict of Interest at a Community Asset Committee Meeting

A Councillor who has a conflict of interest in a matter being considered at a Community Asset Committee meeting at which they:

5.1 are present must disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the Community Asset Committee meeting immediately before the matter is considered; or

5.2 intend to present must disclose that conflict of interest by providing to the Chief Executive Officer before the Community Asset Committee meeting commences a written notice:

5.2.1 advising of the conflict of interest;

5.2.2 explaining the nature of the conflict of interest; and

5.2.3 detailing, if the nature of the conflict of interest involves a member of a Councillor's relationship with or a gift from another person the:

5.2.3.1 name of the other person;

5.2.3.2 nature of the relationship with that other person or the date of receipt, value and type of gift received from the other person; and

5.2.4 nature of that other person's interest in the matter,

and then immediately before the matter is considered at the meeting announcing to those present that they have a conflict of interest and that a written notice has been given to the Chief Executive Officer under this sub-Rule.

The Councillor must, in either event, leave the Committee Asset Committee meeting immediately after giving the explanation or making the announcement (as the case may be) and not return to the meeting until after the matter has been disposed of.

6. Disclosure at a Meeting Conducted Under the Auspices of Council

A Councillor who has a conflict of interest in a matter being considered by a meeting held under the auspices of Council at which they are present must:

6.1 disclose that conflict of interest by explaining the nature of the conflict of interest to those present at the meeting immediately before the matter is considered;

6.2 absent themself from any discussion of the matter; and

6.3 as soon as practicable after the meeting concludes provide to the Chief Executive Officer a written notice recording that the disclosure was made and accurately summarising the explanation given to those present at the meeting.

7. Disclosure by Members of Council Staff Preparing Reports for Meetings

7.1 A City officer who, in their capacity as a City officer, has a conflict of interest in a matter in respect of which they are preparing or contributing to the preparation of a Report for the consideration of a:

7.1.1 Council meeting;

7.1.2 Delegated Committee meeting;

7.1.3 Community Asset Committee meeting

must, immediately upon becoming aware of the conflict of interest, provide a written notice to the Chief Executive Officer disclosing the conflict of interest and explaining the nature of the conflict of interest.

7.2 The Chief Executive Officer must ensure that the Report referred to in sub-Rule 7.1 records the fact that a City officer disclosed a conflict of interest in the subject-matter of the Report.

7.3 If the City officer referred to in sub-Rule 7.1 is the Chief Executive Officer:

7.3.1 the written notice referred to in sub-Rule 7.1 must be given to the Mayor; and

7.3.2 the obligation imposed by sub-Rule 7.2 may be discharged by any other City officer responsible for the preparation of the Report.

8. Disclosure of Conflict of Interest by Members of Council Staff in the Exercise of Delegated Power

8.1 A City officer who has a conflict of interest in a matter requiring a decision to be made by the City officer as delegate must, immediately upon becoming aware of the conflict of interest, provide a written notice to the Chief Executive Officer explaining the nature of the conflict of interest.

8.2 If the City officer referred to in sub-Rule 8.1 is the Chief Executive Officer the written notice must be given to the Mayor.

9. Disclosure by a City officer in the Exercise of a Statutory Function

9.1 A City officer who has a conflict of interest in a matter requiring a statutory function to be performed under an Act by the City officer must, upon becoming aware of the conflict of interest, immediately provide a written notice to the Chief Executive Officer explaining the nature of the conflict of interest.

9.2 If the City officer referred to in sub-Rule 9.1 is the Chief Executive Officer the written notice must be given to the Mayor.

10. Retention of Written Notices

The Chief Executive Officer must retain all written notices received under this Chapter for a period of three years.

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CHAPTER 7 – MISCELLANEOUS

11. Informal meetings of Councillors

If there is a meeting of Councillors that:

11.1 is scheduled or planned for the purpose of discussing the business of Council or briefing Councillors;

11.2 is attended by at least one City officer; and

11.3 is not a Council meeting, Delegated Committee meeting or Community Asset Committee meeting.

the Chief Executive Officer must ensure that a summary of the matters discussed at the meeting are:

11.4 tabled at the next convenient Council meeting; and

11.5 recorded in the minutes of that Council meeting.

12. Confidential Information

12.1 If, after the repeal of section 77(2)(c) of the Local Government Act 1989, the Chief Executive Officer is of the opinion that information relating to a meeting is confidential information within the meaning of the Act, they may designate the information as confidential and advise Councillors and/or members of Council staff in writing accordingly.

12.2 Information which has been designated by the Chief Executive Officer as confidential information within the meaning of the Act, and in respect of which advice has been given to Councillors and/or members of Council staff in writing accordingly, will be presumed to be confidential information.

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CHAPTER 8 – ELECTION PERIOD POLICY

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THE CITY OF
GREATER GEELONG

PUBLIC QUESTION AND SUBMISSION TIME POLICY

VERSION: ~~1~~2

Approval Date: ~~9 June 2020~~

Approved by: Council

Review Date: 12 May 2024

Responsible Officer: ~~**Director**~~ **Manager Governance,** ~~**Strategy and Performance**~~

Authorising Officer: Chief Executive Officer

CITY OF GREATER GEELONG

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Introduction

PURPOSE

The purpose of this policy is to outline the rules and guidelines by which the public asks questions or provides information at Council meetings under section 61, 62, 63 and 64 of the *Local Government Act 2020* in a way that:

- provides a more resourceful and accountable platform for the public to submit questions or provide information to be considered at Council meetings; and
- allow Council sufficient time to consider the issues arising from the questions or information provided.

Definitions

This section defines the key terms used in this policy.

ACT

The *Local Government Act (Vic) 2020*

MEETING

Means an ordinary meeting of the Council under section 61 of the Act, a joint meeting of Councils under section 62 of the Act, a delegated committee under section 63 of the Act or a joint delegated committee under section 64 of the Act.

MEMBER

A Councillor or other member of a delegated committee under section 63 of the Act.

Policy

1. Public Question and Submission Time

Public Question and Submission Time will be provided at the start of a Meeting to enable members of the public to ask questions or make submissions to Council.

There will be no Public Question and Submission Time at ~~a~~ Meetings:

- ~~-~~to consider the election of the Mayor and Deputy Mayor; or
- not fixed by Council in accordance with section 3.5 of the Governance Rules, unless otherwise determined by the Chairperson.~~-~~

2. Time Allocation and Number of Questions

Forty five (45) minutes will be allocated for Public Question and Submission Time at a Meeting. The duration of Public Question and Submission Time may be extended by:

- the Chairperson, given due consideration to the business to be considered at the Meeting; or
- by resolution of the Meeting.

No more than two (2) questions may be asked or submissions made by any person at any one (1) Meeting. Questions or submissions made over and above these requirements, at the discretion of the Chairperson:

- may be deferred until all other persons wishing to ask a question or make a submission have had an opportunity to be heard; or
- may not be asked or submitted if the time allotted for public question and submission time has expired.

A maximum time limit of 3 minutes applies to each question asked or submission made by a person.

3. How to ask a question or make a submission

Questions to be asked or submissions to be made at a Meeting must be in writing, and state the name and address of the person submitting the question, and generally be in a form approved by the Chief Executive Officer; and lodged:

- in person at any Customer Service Centre within the City; or
- electronically, by using the online form provided on Council's website.

Questions and submissions lodged will be provided to the Members by the Chief Executive Officer before the Meeting.

4. Language and Accessibility

The Chief Executive Officer will use all reasonable endeavours to have a question or submission made in a language other than English translated into English before the Meeting. A question or submission that cannot be translated prior to the commencement of the Meeting will be translated prior to the next scheduled Meeting. The submitter will be notified accordingly.

The Chief Executive Officer will take reasonable steps to ensure that the processes and procedures provided for in this policy are accessible to all members of the community.

5. Questions Without Notice

At the Chairperson's discretion, a person can ask a question or make a submission at a Meeting without notice.

6. Responding to Questions

In person attendance

At a Meeting, preference will be given to hear from those people who have provided their questions or submissions to the City in writing by noon on the day prior to the scheduled Meeting.

The Chairperson may request the Chief Executive Officer, or the appropriate Member or a City employee, to respond to a question or a submission. The Chairperson or the Chief Executive Officer may reserve the right to take the question on notice and provide a written response to the person who asked the question within seven (7) days of the Meeting.

Council will respond to a question asked to a Meeting if the person who asked the question is present at the Meeting.

The question asked and the answer given will be recorded in the Minutes of the Meeting.

All questions, submissions and answers must be brief, and discussion will be entered into only for the purpose of clarification.

Submitter not present at the Meeting

All councillors will receive a copy of pre-submitted questions and submissions.

A summary of the question or submission and the name of the submitter will be recorded in the Minutes.

The Chief Executive Officer will cause a written response to be provided to the person asking the question within ten (10) days of the Meeting.

~~The person's name, question or submission, and any answer will be recorded in the Meeting minutes.~~

~~All questions, submissions and answers must be brief, and discussion will be entered into only for the purpose of clarification.~~

7. Question Eligibility

The Chairperson of a meeting may preclude a person from asking a question or making a submission if the Chairperson determines that it:

- relates to a matter outside the duties, functions and powers of Council;
- is defamatory, indecent, abusive, offensive, vexatious, frivolous, irrelevant, trivial or objectionable in language;
- is the subject of a current dispute, whether formal or informal or is of a commercially sensitive nature;
- in the Chairperson's opinion, seeks to or has the potential to embarrass a Member or a City employee;
- relates to the matters of the City's personnel;
- relates to industrial matters;
- deals with subject matter already answered or declined;
- relates to contractual matters;
- relates to legal advice sought and/or obtained by Council or the City;
- relates to matters affecting the security of a City employee or their property;

- relates to a matter to be considered by Council at the meeting at which the question is proposed to be asked which may prejudice the decision making process.

- relates to any other matter which the Chairperson considers would prejudice Council, a City employee, or any person; or

- relates to a matter for which the meeting would normally be closed to the public in accordance with section 66 of the Act.

A copy of any question which has been precluded by the Chairperson must be made available to any other Member upon request.

Public Question and Submission Time is not a substitute for formal appeal and review systems, formal business procedures, formal Council decisions and any other legal processes required for the proper conduct of Council business.

8. Questions Considered in Bulk

Similar questions may be grouped together and a single answer provided by the Council.

9. Number of Questions

A Member or the Chief Executive Officer may advise the Chairperson that, in his or her opinion, any question to be asked or information to be submitted should be given in a Meeting that is closed to the public, stating the reasons for his or her opinion. Unless the Members of the Meeting resolve to the contrary, the question should be asked and answered, or the information submitted, in a Meeting closed to the public.

10. Special Consideration ~~- *COVID-19 OMNIBUS (EMERGENCY MEASURES) ACT 2020*~~

~~The *COVID-19 Omnibus (Emergency Measures) Act 2020* prescribes new temporary mechanisms that allows for virtual Meetings to ensure local government decision-making can continue safely during the coronavirus pandemic. These temporary mechanisms are in place between 1 May 2020 and 1 November 2020 (the relevant time).~~

~~During the relevant time, the Council and the City remain committed to the transparency of conducting Council business and public participation in Meetings, as well as taking steps to ensure the safety of the community, Councillors and City employees and:~~In the event that Meetings are conducted by electronic means of communication and in person attendance is not permitted due to exceptional circumstances

~~Meetings can be held remotely via electronic means;~~
~~Members of the public may not be permitted to physically attend Meetings; and~~
~~Public ordinary meetings of Council must be live streamed, and public Meetings other than ordinary meetings of Council may be recorded and the recording published on the Council's website.~~
~~During the relevant time,~~ the processes for public question and submission time at these Meetings may be varied to the following extent:

1. Members of the public who wish to appear at a Meeting may do so by providing a written question or submission to the City by using the online form provided on Council's website and submitting it by 12pm the day before the Meeting;

2. The City will post the question, together with the appropriate response, and/or the submission on the City's website before the meeting;

3. ~~To ensure the health and safety of any members of the public, Councillors, Members or City employees physically attending a meeting, t~~The Chief Executive Officer at their discretion will direct whether and how questions and submissions may be read out and/or answered at a Meeting, noting that the City is required to remove or mitigate risks associated with ~~the prevention and spread of COVID-19~~public health and safety; and

4. The City will publish the question and answer and/or the submission in the minutes of the meeting.

Implementation of this Policy

MONITORING AND REPORTING

The City's Governance Strategy and Performance Directorate will monitor and report on public questions and submissions as requested from time to time.

ADVICE AND ASSISTANCE

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

RECORDS

The City must retain records associated with this policy and its implementation for at least the period shown below.

Record	Retention / Disposal Authority	Retention Period	Location
Approved policy	Governance Officer	Permanent	Rex (Approved and archived documents folders)

REVIEW

The City should review and, if necessary, amend this policy within four years of the approval date.

References

~~Council Meeting Procedure Local Law (August 2017)~~Greater Geelong City Council Governance Rules

2.18. CEO Employment and Remuneration Council Policy Review

Source: **Office of the Chief Executive**
Chief Executive Officer: **Martin Cutter**

Purpose

1. To adopt the updated Chief Executive Officer (CEO) Employment and Remuneration Policy, **Attachment 1**, which establishes the CEO Employment and Remuneration Committee (the Committee) as an Advisory Committee to Council.

2. To revoke the Instrument of Delegation adopted by Council 22 March 2022 as the Committee will no longer be a Delegated Committee in accordance with section 63 of the *Local Government Act 2020* (the Act).

Background

3. The CEO Employment and Remuneration policy (the Policy) has been reviewed and updated in accordance with a best practice model developed by Maddocks lawyers and reflect the requirements of the Act.

4. The Committee has reviewed and endorsed the changes as outlined in **Attachment 2.**

Key Matters

5. Sections 44 and 45 of the Act provide for Council to appoint a CEO and develop a CEO Employment and Remuneration policy.

6. The Act does not provide for a delegation of these powers therefore the Committee will be established as an advisory committee to Council.

7. **Attachment 2** details the list of changes proposed, including the following key changes:

    7.1. Recruitment of the CEO expanded to include more detail on the recruitment, appointment and reappointment of the CEO;

    7.2. Contract of Employment sets out in detail what is required in the contract;

    7.3. Independent advice updated to reflect more specifically requirements under the Act and scope to seek advice as required;

    7.4. Annual review process expanded in the policy provides more clarity;

    7.5. New section on Confidentiality and Delegations; and

    7.6. Clear process for appointment of acting CEO.

RESOLUTION - Item 2.18

Cr Grzybek moved, Cr Aitken seconded -

That Council:

1. **Adopt the Chief Executive Officer (CEO) Employment and Remuneration Policy (Attachment 1); and**

2. **Revoke the Instrument of Delegation Chief Executive Officer (CEO) Employment and Remuneration Committee adopted by Council 22 March 2022.**

Carried

Financial Sustainability

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

Community Engagement

9. The Committee was engaged in updating the policy. The Committee supports all proposed changes. In addition, the draft was provided to all Councillors for comment.

Social Equity and Sustainability

10. Social equity and sustainability are considered as part of the recruitment process and overarching governance principles.

Relevant Law/Policy/Legal Implications

11. This policy is a requirement of the section 45 of the Act.

Alignment to Community Plan and Vision

12. This report aligns with Our Community Plan 2021-2025 strategic priority: High-performing council and organisation.

Conflict of Interest

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

Risk Assessment

14. The integrity of the processes associated with the employment of the CEO and compliance with legislative provisions of the Act are supported by the policy.

Environmental Sustainability

15. There are no known environmental implications associated with this report.

Attachments

1. CEO Employment and Remuneration Council Policy V03 [**2.18.1** - 12 pages]
2. CEO Employment and Remuneration policy list of changes [**2.18.2** - 3 pages]

THE CITY OF
GREATER GEELONG

CHIEF EXECUTIVE OFFICER EMPLOYMENT AND REMUNERATION COUNCIL POLICY

VERSION:3

Approval Date: <date>

Approved by: Council

Review Date: 31/12/2022

Responsible Officer: Director, Strategy, People and Performance

CITY OF GREATER GEELONG

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Introduction

PURPOSE

The purpose of this policy is to ensure compliance with the requirements of section 45 of the *Local Government Act 2020*, for the provision of a CEO Employment and Remuneration Policy.

SCOPE

This policy provides for the following matters which Council is responsible for under the Actor as a requirement of this policy:

1. the recruitment and appointment of the Chief Executive Officer ensuring that:
    a. The recruitment decision is based on merit;
    b. the recruitment processes support transparency in the recruitment process and the public advertising of the position; and
    c. regard is had to gender equity, diversity and inclusiveness;
2. approving the Contract of Employment entered into between Council and the Chief Executive Officer;
3. the provision of an independent member to provide professional advice in relation to this policy;
4. the monitoring of the Chief Executive Officer's performance monitoring;
5. an annual review of the Chief Executive Officer's performance; and
6. determining the Chief Executive Officer's remuneration

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Definitions

This section defines the key terms used in this policy.

ACT

Local Government Act 2020

CEO

Chief Executive Officer

CITY

The City of Greater Geelong organisation led by the CEO.

COMMITTEE

The committee established under this policy known as the CEO Employment and Remuneration Committee.

CONTRACT OF EMPLOYMENT

The contract of employment between Council and the CEO, including any schedules.

COUNCIL

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

COUNCILLOR

Mayor or Councillor as defined by the Act.

ELT

The Executive Leadership Team of the City, as constituted from time to time.

INDEPENDENT MEMBER

Independent Member means the consultant appointed by Council from time to time to provide independent advice in accordance with section 45(2)(a) of the Act.

KPIs

Key Performance Indicators or performance criteria however described

PERFORMANCE PLAN

The quarterly performance plan setting out KPIs for the CEO.

POLICY

The CEO Employment and Remuneration Policy adopted in accordance with section 45 of the Act.

PUBLIC SECTOR WAGES DETERMINATION

Any Determination that is currently in effect under section 21 of the Victorian Independent Remuneration Tribunal and Improving Parliamentary Standards Act 2019 in relation to remuneration bands for executives employed in public service bodies.

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RECRUITMENT CONSULTANT

Nationally recognised consultant with specialist expertise in sourcing and evaluating candidates for Senior Executive roles.

REGULATIONS

The Regulations made under Division 7 of Part 2 of the Act.

REMUNERATION PACKAGE

The total gross remuneration package paid to the CEO pursuant to the Contract of Employment

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Policy

1. OVERVIEW

1.1. This Policy outlines the mechanisms which support Council in fulfilling its obligations regarding the CEO's employment and under the Act.

1.2. The aims of the CEO in relation to this Policy are to:

1.2.1. work collaboratively with the Committee in determining the Performance Plan on an annual basis;

1.2.2. actively participate in the performance appraisal process as required by the Committee;

1.2.3. make use of constructive feedback from Councillors and Committee Members in relation to performance appraisals;

1.2.4. undertake professional development on an as needed basis, or as part of the Performance Plan; and

1.2.5. promptly draw the Committee's attention to any situation where any variation of the Performance Plan may be required in light of the current circumstances.

1.3. The aims of Council (including via the Committee) in relation to this Policy are to:

1.3.1. establish the Committee;

1.3.2. provide processes for the recruitment of a natural person, and their appointment, to the position of CEO;

1.3.3. draft and approve the Contract of Employment entered into between Council and the CEO;

1.3.4. seek and be guided by independent professional advice in relation to the matters dealt with in this Policy;

1.3.5. provide processes for determining and reviewing the CEO's Remuneration Package;

1.3.6. provide processes for the monitoring of the CEO's performance including setting the Performance Plan and conducting an annual review;

1.3.7. determine, as required, whether any variations to the Remuneration Package and terms and conditions of employment of the CEO; and

1.3.8. provide processes for the appointment of an Acting Chief Executive Officer

2. LEADING PRACTICE PRINCIPLES

2.1. The Council will carry out its functions relating to the selection, appointment, remuneration and performance review of the CEO in accordance with a number of leading practice principles:

2.1.1. decision-making processes that are fair, accessible and applied consistently in comparable circumstances;

2.1.2. decision-making criteria that is relevant, objective and available to the CEO;

2.1.3. documentation that is sufficiently clear and comprehensive to render decisions transparent and capable of effective review;

2.1.4. employment decisions that are based on the proper assessment of the CEO's work-related qualities, abilities and potential against the genuine requirements of the role; and

2.1.5. decisions to appoint a new CEO that are based on competitive selection, open processes and objective criteria.

3. CEO EMPLOYMENT AND REMUNERATION COMMITTEE

3.1. The Committee is an advisory committee to Council.

3.2. The purposes of the Committee are to consider, and make recommendations to Council with respect to, the:

3.2.1. selection and appointment of the Independent Member;

3.2.2. independent advice received from time to time from the Independent Member;

3.2.3. performance monitoring of the CEO, including with respect to achievement of the KPIs;

3.2.4. annual review of the CEO's performance, including against the KPIs;

3.2.5. CEO's remuneration;

3.2.6. recruitment and appointment of a CEO, if required;

3.2.7. provisions to be included in the Contract of Employment from time to time;

3.2.8. appointment of an Acting CEO; and

3.2.9. implementation of this Policy.

3.2.10. Membership of the Committee shall consist of the following:

3.2.10.1.1. Mayor (Chairperson);

3.2.10.1.2. Deputy Mayor; and

3.2.10.1.3. up to four (4) other Councillors; and

3.2.10.1.4. an Independent Member.

3.3. If the Mayor is absent, a Councillor who is present at the Committee meeting and is appointed by the members of the Committee who are also present will chair the meeting

3.4. The Committee will meet at least four times a year, with authority to convene additional meetings as circumstances require

3.5. A quorum of the chairperson and at least two other members will be necessary to transact business of the Committee.

3.6. The Committee will provide a report to Council following each meeting describing its activities and making recommendations about any action to be taken by Council.

3.7. For the avoidance of doubt, nothing in this Policy requires Council to accept any or all of the Committee's recommendations.

4. RECRUITMENT OF A CEO

4.1. The Committee will manage the process to recruit the CEO, designed to ensure that Council can select the best available candidate from a short list of preferred candidates (with or without a recommendation from the Committee).

4.2. The Committee shall, in accordance with Council's Procurement Policy and with the assistance of the Director Strategy, People and Performance, seek and appoint an independent Recruitment Consultant to manage and conduct the process of selection of a suitable candidate for the position of CEO.

4.3. The Director Strategy, People and Performance will be the primary liaison with the Recruitment Consultant in connection with the recruitment process.

4.4. The Committee shall, in conjunction with the Recruitment Consultant, develop and agree upon:

4.4.1. a search and selection process and timeframe;

4.4.2. key accountabilities;

4.4.3. key selection criteria;

4.4.4. candidate application material;

4.4.5. a candidate identification strategy; and

4.4.6. methods of applicant evaluation – embracing diversity and gender equity principles and best practice processes to eliminate bias.

4.5. When considering the recruitment of the position of CEO to, the Committee must:

4.5.1. ensure that the recruitment decision is based on merit;

4.5.2. support transparency in the recruitment process and the public advertising of the position; and

4.5.3. ensure that regard is had to gender equity, diversity and inclusiveness.

4.6. The Committee must ensure that the Recruitment Consultant publicly advertises the CEO role.

4.7. The Committee must direct the Recruitment Consultant to prepare, and provide to Council, a schedule of dates for key decisions to be made by resolution of Council throughout the recruitment process.

4.8. The Committee must provide a report and recommendation to Council so that each key decision identified in the schedule can, if necessary, be made by resolution of Council.

4.9. Once the preferred candidate is determined by the full Council, with the support of the Recruitment Consultant, the Committee shall negotiate the terms of employment within the contractual framework of employment provided by the Council in accordance with the Act

4.10. The Committee shall then:

4.10.1. ensure, through the Recruitment Consultant, that all candidates are updated on the outcome of the recruitment and selection process; and

4.10.2. develop and recommend to the Council an on-boarding program for the new CEO.

5. APPOINTMENT OF THE CEO

5.1. Council will receive a report from the Committee on the completion of its role in the recruitment process, and Council will proceed to decide on a preferred candidate with the support of the Committee to negotiate and finalise the Contract of Employment.

5.2. The Committee will provide a recommendation to Council on the provisions to be contained in the proposed Contract of Employment.

5.3. The appointment of the CEO must be made by a resolution of Council.

6. REAPPOINTMENT OF THE CEO

6.1. No later than 6 months prior to the expiry of the current CEO's Contract of Employment, the Committee will provide a recommendation to Council on:

6.1.1. whether the CEO should be reappointed under a new Contract of Employment; and

6.1.2. if the recommendation is to reappoint the CEO, the proposed provisions of the further Contract of Employment.

6.2. Any reappointment of the current CEO must be made by a resolution of Council.

7. CONTRACT OF EMPLOYMENT

7.1. The Contract of Employment is to be read in conjunction with this Policy (but the terms of the Policy are not incorporated into the Contract of Employment).

7.2. The Contract of Employment will, at a minimum, outline the following:

7.2.1. the employment term, which must not exceed 5 years in accordance with section 44(2) of the Act;

7.2.2. the responsibilities and duties of the position, including compliance with the Act and the Code of Conduct for Council staff;

7.2.3. the conflict of interest management requirements;

7.2.4. the CEO's Remuneration Package and other entitlements;

7.2.5. any legislative and contractual obligations, including those during and continuing after appointment;

7.2.6. the CEO's leave entitlements;

7.2.7. dispute resolution procedures;

7.2.8. processes for managing unsatisfactory performance;

7.2.9. processes for early termination, including notice of termination provisions; and

7.2.10. any other matters required to be contained in the Contract of Employment by the Regulations.

7.3. The Contract of Employment may only be varied by a resolution of Council and accepted by the CEO, recorded in a deed of variation.

8. REMUNERATION

8.1. The Remuneration Package provided to the CEO will form part of the Committee's annual review, having regard to (in accordance with section 45(3) of the Act):

8.1.1. any statement of policy issued by the Government of Victoria which is in force with respect to its wages policy (or equivalent); and

8.1.2. any Public Sector Wages Determination.

9. PERFORMANCE MONITORING

9.1. Council will adopt an annual Performance Plan for the CEO, which will include KPIs. The Performance Plan must be developed collaboratively between the CEO and the Committee.

9.2. The CEO is to provide progress reports against the Performance Plan to the Committee on a quarterly basis.

9.3. The Committee may meet with the CEO following each progress report to discuss the matters contained in the progress report.

9.4. Following the initial 6 months of the CEO's term, a workshop with Councillors and the CEO should be coordinated so that:

9.4.1. the CEO can prepare and present an overview of their findings during the early months, and highlight any projections or forecasts of relevance to Council during their tenure;

9.4.2. Councillors can provide feedback to the CEO on their perspective of the CEO's performance during the initial period; and

9.4.3. Council and CEO can agree to projects and priorities for inclusion in the CEO's Performance Plan and KPIs.

9.5. Nothing in this Policy prevents the Committee and/or Council from monitoring the CEO's performance on an ongoing basis.

10. ANNUAL REVIEW

10.1. In preparation for Council's review, the Committee is required to submit an annual review report (Annual Review Report) to Council which includes recommendations on the following:

10.1.1. whether, and to what extent, the CEO has met the KPIs under the Performance Plan;

10.1.2. whether, and to what extent or in what respect, any KPIs or other criteria ought to be varied under the Performance Plan;

10.1.3. whether, and to what extent, the Remuneration Package ought to be varied; and

10.1.4. any other necessary matters.

10.2. The Committee will submit the Annual Review Report to Council only after meeting with the CEO to discuss the Committee's proposed recommendations.

10.3. Council shall, after receipt of the Annual Review Report, review the recommendations in the Annual Review Report, resolve upon the matters described above and advise the CEO of the terms or effect of the resolution.

11. ACTING CEO

11.1. Council must appoint an Acting CEO when there is a vacancy in the office of the CEO or the CEO is unable to perform their duties of the office of Chief Executive Officer.

11.2. The appointment of the CEO must be made by a resolution of Council unless the Acting CEO is appointed for a period not exceeding 28 days, in which case the CEO may appoint an Acting CEO under delegation from Council pursuant to section 11(3) of the Act.

11.3. The Committee may advise Council on the selection and appointment of an Acting CEO.

12. INDEPENDENT ADVICE

12.1. The Independent Member is responsible for providing independent professional advice in relation to the matters dealt with under this Policy in accordance with section 45(2)(a) of the Act.

12.2. Council, or the Committee with the approval of a Resolution, can, on an as needed basis, obtain additional independent professional advice in relation to the matters dealt with under this Policy.

13. RECRUITMENT AND TERM OF INDEPENDENT MEMBER

13.1. The Independent Member will be appointed by Council on the recommendation of the Committee following a process to seek experienced and suitably qualified persons in accordance with Council's Procurement Policy

13.2. The Independent member must not be the Recruitment Consultant appointed by Council to assist in the recruitment process.

13.3. The term of appointment of the Independent Member will be two years, with the option of a further two one-year terms or one, two-year term extension at the recommendation of the Committee and in accordance with the Council's Procurement Policy.

14. ROLE OF INDEPENDENT MEMBER

14.1. Duties of the Independent Member include:

14.1.1. to actively participate in the Committee's annual review of the CEO's performance plan;

14.1.2. actively participate in the development of a draft performance plan for the next 12-month period for consideration by the Council; and

14.1.3. provide advice and guidance to the Committee on any matter pertaining to the CEO's employment with Council; and

14.1.4. to keep confidential all information which the Independent Member acquires by virtue of the engagement.

14.2. The Independent Member will be remunerated as follows:

14.2.1. a sitting fee per meeting, together with reimbursement of travel costs (where applicable) in line with the relevant ATO tables. The fee to be paid has regard for the specific roles and responsibilities of the independent member as set out in this policy;

14.2.2. the fee will be paid to the Independent Member immediately following his/her attendance at each of the four scheduled committee meetings; and

14.2.3. an additional fee will be paid to the Independent Member for every meeting of the Committee attended over and above the four meetings required each year.

15. ADMINISTRATIVE SUPPORT

15.1. The Director, Strategy, People and Performance or their delegate has the responsibility to provide:

15.1.1. information and any necessary training for members of the Committee in relation to their responsibilities under the Act

15.1.2. officer advice in respect to matters before the Committee; and

15.1.3. administrative, secretarial and logistical support to the Committee.

15.2. Council acknowledges that, in implementing this Policy, it, the Committee and/or the Independent Member will from time to time require the assistance of members of staff, including assistance in relation to governance and human resources matters.

15.3. Council, the Committee and/or the Independent Member may from time to time request a member of staff to provide assistance in implementing this Policy, recognising that the position of the member of staff is made difficult because he or she is accountable to the CEO (or a person acting as CEO) and therefore acknowledging that requests for assistance need to be limited to no more than those which are reasonably necessary.

16. INTERACTION WITH ACT AND REGULATIONS

16.1. This Policy applies subject to any inconsistent obligations in the Act or the Regulations.

17. CONFIDENTIALITY

17.1. Council is not required to disclose any personal information, being information which if released would result in the unreasonable disclosure of information about any person or their personal affairs.

DRAFT

18. DELEGATIONS

18.1. Council must not delegate the power to appoint the CEO, whether on a permanent or acting basis, however, it may delegate to the CEO the power to appoint an Acting CEO for a period not exceeding 28 days (sections 11(2)(d) and 11(3) of the Act).

18.2. Council must not delegate the power to make any decision in relation to the employment, dismissal or removal of the CEO (section 11(2)(e) of the Act).

DRAFT

Implementation of this Policy

MONITORING AND REPORTING

This Policy will be monitored by the Director Strategy People and Performance in relation to any legislative change that may affect its terms and conditions.

ADVICE AND ASSISTANCE

The Director Strategy People and Performance manages the provision of advice to the organisation regarding this policy. Independent professional advice will be sought in relation to the matters dealt with in this policy.

RECORDS

The City must retain records associated with this policy and its implementation for at least the period shown below.

Record	Retention / Disposal Authority	Retention Period	Location
Employment Contract	Director, Strategy, People and Performance	Permanent	ReX

REVIEW

The City should review and, if necessary, amend this policy within 6 months of each Council Election.

DRAFT

CEO EMPLOYMENT AND REMUNERATION POLICY

PROPOSED CHANGES TO POLICY

A comprehensive review of the CEO Employment and Remuneration Council Policy has been conducted to ensure compliance with the *Local Government Act 2020* and a best practice model developed by Maddocks Lawyers.

The differences between the two policy documents are set out in the table below, with the key change to the current process being the proposal that the Committee be constituted as an Advisory Committee rather than Delegated Committee.

Clause numbers below refer to new policy – previous policy did not include clause numbers.

TITLE - PREVIOUS POLICY	CLAUSE NO.	TITLE - NEW POLICY	CHANGE
PURPOSE		**Purpose**	Expanded to be more specific and to address the requirements of the *Local Government Act 2020* (the Act).
OVERVIEW			Removed
SCOPE		**Scope**	Scope Broadened
REFERENCES			Removed
DEFINITIONS		**Definitions**	Expanded to include: • Contract of Employment • Independent Member • KPIs • Performance Plan • Policy • Public Sector Wages Determination • Regulations • Remuneration Package Remove: • Panel
	1	**Overview**	New section • Sets out the aims of the CEO under the Policy • Sets out the aims of the Council (including via the Committee) with more detailed information than included in previous policy.
CEO EMPLOYMENT AND REMUNERATION COMMITTEE	3	**CEO Employment and Remuneration Committee**	Amendments: • Sets out that the Committee is to be Advisory rather than a Delegated Committee. • Does not reference the Director SPP involvement – now dealt with in it's own provision below – "Administrative Support"
RECRUITMENT OF A CEO	4	**Recruitment of a CEO**	Amendments: • No longer references a recruitment sub-committee

			• Director, Strategy, People and Performance primary liaison with Recruitment consultant • Detail removed on the candidate pool and the number of shortlisted candidates for Council consideration • Recruitment Consultant must publicly advertise the role and provide a schedule of key decision dates
	5	**Appointment of the CEO**	Not specifically addressed in previous policy, set out more concisely for clarity
	6	**Reappointment of the CEO**	Not specifically addressed in previous policy, set out more concisely for clarity. Requires the Committee to provide a recommendation to Council within 6 months of expiry of CEO contract on reappointment and proposed terms of reappointment contract.
	7	**Contract of Employment**	Not specifically addressed in previous policy, set out with significantly more detailed of what is required in the contract.
	8	**Remuneration**	Set out more concisely for clarity and compliance with the Act
CEO PERFORMANCE REVIEW AND PLANNING PROCESS	9	**Performance Monitoring**	Expanded on in new policy
	10	**Annual Review**	Expanded on in new policy
	11	**Acting CEO**	Expanded on in new policy
	12	**Independent Advice**	New section: • – compliance with LGA • Scope to seek advice as required.
RECRUITMENT AND TERM OF INDEPENDENT MEMBER	13		Appointment to be made by Council in accordance with Procurement Policy Independent member must not be the Recruitment Consultant. Term of appointment as per previous policy, section moved
ROLE OF INDEPENDENT MEMBER	14		As per previous policy, section moved
	15	**Administrative Support**	Previously mentioned in clause relating to CEO Employment and Remuneration Committee. No change to substance
	16	**Interaction with Act and Regulations**	Previous Policy only mentioned inconsistencies with other council policy – new policy expanded to refer to inconsistencies with the Act and Regulations.

	17	**Confidentiality**	Not specifically addressed in previous policy
	18	**Delegations**	Not addressed in previous policy due to nature of Committee.
IMPLEMENTATION OF THIS POLICY			
MONITORING AND REPORTING		**Monitoring and Reporting**	Unchanged
ADVICE AND ASSISTANCE		**Advice and Assistance**	Unchanged.
RECORDS			Remove reference to Instrument of Delegation
REVIEW		**Review of Policy**	Amendments: • Next review within six months of Council election

2.19. Councillor Appointments to Committees

Source:	**Office of the Chief Executive**
Chief Executive Officer:	**Martin Cutter**

Purpose

1. To appoint Council's representative to committees in response to the election of the Mayor on 17 June 2022.

Background

2. Cr Asher resigned as Mayor of Greater Geelong City Council effective 15 June 2022 and Cr Murrihy was elected Mayor on 17 June 2022.

3. A review of the Committee appointments has been undertaken in consideration of

4. Cr Murrihy's election as Mayor.

Key Matters

5. As Mayor, Cr Murrihy is automatically appointed to the following Committees:

   5.1. CEO Employment and Remuneration Committee (Chair);

   5.2. Audit and Risk Committee (Chair);

   5.3. Regional Capitals Australia;

   5.4. Regional Cities Victoria; and

   5.5. G21 Geelong Region Alliance (Chair).

6. Cr Murrihy's appointment to the G21 Geelong Region Alliance is to take place at a future council meeting in accordance with the Alliance's constitution.

7. **Attachment 2** lists the necessary reassignment and appointment of Cr Murrihy to committees in accordance with the role of Mayor.

RESOLUTION - Item 2.19

Cr Sullivan moved, Cr Kontelj seconded -

That Council update the appointment of Councillors to Committees as set out in Attachment 2 for the remainder of the two-year appointment term, through to November 2022.

Carried

Financial Sustainability

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

Community Engagement

9. No changes to existing community engagement practices are proposed by this report.

10. Outcomes of Councillor appointments will be communicated to all relevant stakeholders.

Social Equity and Sustainability

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

Relevant Law/Policy/Legal Implications

12. Sections 63 and 65 of the *Local Government Act 2020* allow for the appointment of Councillors to Delegated Committees and Community Asset Committees.

Alignment to Community Plan and Vision

13. This report aligns with Our Community Plan 2021-2025 strategic priority: High-performing council and organisation.
14. This report aligns with the Community led 30-year Vision, “Greater Geelong: A Clever and Creative Future” community aspiration.

Conflict of Interest

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

Risk Assessment

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

Environmental Sustainability

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

Attachments

1. Attachment 2 Councillor Committee appointments [**2.19.1** - 1 page]

Attachment 2

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

2.20. Planning Authorisation - Council to Staff

Source:	**Office of the Chief Executive**
Chief Executive Officer:	**Martin Cutter**

Purpose

1. To appoint City officers as authorised officers under the *Planning and Environment Act* 1987 (P&EA).

Background

2. City officers are appointed as authorised officers to exercise statutory powers under various Acts and regulations. Appointments as authorised officers are to individual staff members.

3. The P&EA regulates enforcement and is reliant on authorised officers acting on behalf of the responsible authority (Council).

Key Matters

4. Where there is a specific power within an Act, Council should appoint authorised officers pursuant to that Act. This is the case for the P&EA.

5. **Attachment 1** sets out the Instrument of Appointment and Authorisation under the P&EA and lists the staff members to whom this authorisation applies.

RESOLUTION - Item 2.20

Cr Grzybek moved, Cr Sullivan seconded -

In the exercise of the powers conferred by s 147(4) of the *Planning and Environment Act 1987*, Council resolves that:

1. **City staff referred to in the Instrument (Attachment 1) be appointed and authorised as set out in the Instrument;**
2. **The Instrument comes into force immediately upon the resolution of Council; and**
3. **The Instrument be signed by the Chief Executive Officer on behalf of Council.**

Carried

Financial Sustainability

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

Community Engagement

7. Relevant City managers have been consulted regarding this recommended appointment and authorisation.

Social Equity and Sustainability

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

Relevant Law/Policy/Legal Implications

9. The recommended appointment and authorisation of staff members complies with the relevant provisions of the P&EA and the *Local Government Act* 2020.

Alignment to Community Plan and Vision

10. This report aligns with Our Community Plan 2021-2025 strategic priority: High-performing council and organisation.

Conflict of Interest

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

Risk Assessment

12. There are no significant or high risks associated with the subject of this report.

Environmental Sustainability

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

Attachments

1. Planning Authorisations Council to Staff June 2022 (1) [**2.20.1** - 2 pages]

Greater Geelong City Council

Instrument of Appointment and Authorisation

(*Planning and Environment Act 1987* only)

Instrument of Appointment and Authorisation (*Planning and Environment Act* 1987)

In this instrument "**officer**" means –

Alexander Lawrence
Sarah Drago
Vishav Arora

By this instrument of appointment and authorisation Greater Geelong City Council -

1. under section 147(4) of the *Planning and Environment Act* 1987 - appoints the officers to be authorised officers for the purposes of the *Planning and Environment Act* 1987 and the regulations made under that Act; and

2. under section 313 of the *Local Government Act* 2020 authorises the officers generally to institute proceedings for offences against the Acts and regulations described in this instrument.

It is declared that this instrument comes into force immediately upon the resolution of Council.

This instrument is authorised by a resolution of the Greater Geelong City Council on 28 June 2022.

Signed for GREATER GEELONG CITY COUNCIL by
MARTIN CUTTER, Chief Executive Officer

_____
Chief Executive Officer

Date:

3. NOTICE OF MOTION

3.1. Establishment of an LGBTIQA+ Advisory Committee - Cr Mansfield

Background

LGBTIQA+ people are around 11% of our community. Research by the Victorian Local Governance Association has shown that although there is increasing acceptance and visibility of LGBTIQA+ people, discrimination results in many experiencing poorer health and wellbeing outcomes, including higher rates of violence, poor mental health, and suicide. It has also shown that the majority of LGBTIQA+ people would like their councils to focus on LGBTIQA+ inclusive health and community services, advocate more regarding LGBTIQA+ issues, engage and consult with LGBTIQA+ residents and publicly demonstrate support of LGBTIQA+ people.

While the City is currently delivering work in support of the local LGBTIQA+ community, and provides a range of current programs, services and events, our work could be strengthened by the establishment of an LGBTIQA+ advisory committee. Creating an LGBTIQA+ advisory committee is an action that community members have requested of Councillors, and is supported by research.

Additionally, in 2020 the Victorian Pride Lobby surveyed candidates for the October 2020 council elections requesting that all candidates sign a 'Local Government Candidate Pledge'. This pledge was signed by eight of the current City of Greater Geelong Councillors. The pledge began 'I will always act to further equality for lesbian, gay, bisexual, transgender, intersex, queer and asexual (LGBTIQA+) people, work to end discrimination, and stand up for human rights. I take seriously the impact my actions and decisions both as a candidate for local council and a Councillor, can have on my local LGBTIQA+ community. I will actively consider and consult with LGBTIQA+ members of the community and provide them with an opportunity to be heard.' The pledge required successful candidates to campaign for and support five specific initiatives, one of which was to establish an LGBTIQA+ advisory committee to Council.

The establishment of an LGBTIQA+ advisory committee is consistent with our legal obligations under a range of Federal and Victorian laws (including: Victorian Local Government Act 2020; Victorian Equal Opportunity Act 2010; The Fair Work Act 2009; Sex Discrimination Act 1984; Victorian Gender Equality Act 2020; Victorian Public Health and Wellbeing Act 2008). It would support us in delivering on commitments made in Our Community Plan 2021-25 and Greater Geelong: A clever and creative future. It also aligns with the recently adopted State Government strategy: Pride in Our Future, Victoria's LGBTIQA+ Strategy 2022-2033.

RESOLUTION - Item 3.1

Cr Mansfield moved, Cr Mason seconded -

That Council, in support of the LGBTIQA+ community, requests the Chief Executive Officer to prepare a report for the August 2022 Council meeting that considers the establishment of an LGBTIQA+ Advisory Committee including:

1. **Terms of Reference;**
2. **Membership composition;**
3. **Relevant timelines;**
4. **Resourcing/budget allocation requirements; and**
5. **Other Governance details relating to the functioning of the Advisory Committee.**

Carried

4. RECORD OF INFORMAL MEETINGS OF COUNCILLORS

Source: **Office of the Chief Executive**
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.

RESOLUTION - Item 4.1

Cr Sullivan moved, Cr Grzybek seconded -

That Council receive the summary of the informal meetings of Councillors for the period to 28 June 2022.

Carried

INFORMAL MEETINGS OF COUNCILLORS
(Council Meeting 28 June 2022)

Informal Meeting Details	Councillor Attendance/Apology	Officer Attendance	Agenda Items	Conflict of Interest Disclosures
Councillor Briefing **7 June 2022**	Crs Sullivan, Aitken, Grzybek, Harwood, Kontelj, Mansfield, Mason, Moloney, Murrihy, Nelson *Apology : Cr Asher – Mayor (Leave of Absence),*	M Cutter (CEO) G Smith (DIR) K Phyland (DIR) T Kirwood (MGR) S McKew (MGR) T Donovan (MGR) F Porter (MGR) K Ivens (Senior Advisor CEO)	• Osborne House • Quarterly Future Ways of Working Update • Confidential Items	• Nil
Councillor Briefing **14 June 2022**	Crs Sullivan, Aitken, Grzybek, Harwood, Kontelj, Mansfield, Mason, Moloney, Murrihy, Nelson *Apology : Cr Asher – Mayor (Leave of Absence)*	M Cutter (CEO) R Stevens (DIR) M Dugina (DIR) G Smith (DIR) G Wilson-Browne (DIR) K Phyland (DIR) S McKew (MGR) K Olesnicky (CHIEF FINANCIAL OFFICER) N O'Shea (HEAD FINANCIAL PLANNING & ANAYSIS) R Thomas (MGR) K Pizzi (MGR) J Lane (MGR) J Hurse (MGR) T Kirwood (MGR) A Locke (MGR) M Macgugan (CORP COMM LEAD) B Hartley (MGR) M Paten (MGR) S Beck (PROJ MGR) T Perfrement (OFF)	*Presentations:* • Social Housing on Council Owned Land – Outcome of Community Engagement • Golf Facilities Update *Discussion:* • Budget Submissions Update *Council Reports:* • Declaration of 2022-23 Budget • Asset Plan 2022-2032 • Our Community Plan 2021-25 (Update 2022-23 and Our Community Plan 2021-25 – Annual Action Plan 2022-23 • Reflect RAP Review Report • Vision Zero Geelong Safe Local Travel 2022-27 • National Wool Museum 30 Year Vision and Business Plan • Draft Scoping Business Case – Regional Livestock and Rural Information Exchange Hub and Truck Wash	• Cr Kontelj declared a Conflict of Interest in Tender T2200058 – Municipal Waste and Green Organics Bulk Haulage Services and left the meeting prior to discussion of the item.

		K Ivens (SNR ADVISOR CEO)	• Armstrong Creek West Community Hub – Proposed Naming • Armstrong Creek Library – Proposed Naming • Drysdale Library – Proposed Naming • Southeast Bellarine Coast 4W – Collendina – Coastal and Marine Management Plan – Draft • Draft Elevating Environmentally Sustainable Development Targets Projects • Endorsement of the Surf Coast Statement of Planning Policy • Amendment C408ggee – Combined Rezoning and Subdivision – 31-49 Melaluka Road, Leopold • Amendment C437ggee - 135 Staceys Road, Lovely Banks – Adoption • Tender T2200058 – Municipal Waste and Green Organics Bulk Haulage Services • Review of Governance Rules and Public Question and Submission Time Policy • CEO Employment and Remuneration Council Policy Review • Planning Authorisation – Council to Staff • Point Henry Transfer Station Lease – 42-50 Point Henry Road, Moolap (Confidential) • Geelong Arena (Confidential) • 2021-22 First Nations Cultural Heritage Grants Round Two (Confidential) • Low-Cost Camping Review	
Councillor Briefing **15 June 2022**	Crs Sullivan, Mason, Mansfield, Harwood, Murrihy	M Cutter (CEO) G Smith (DIR) G Wilson-Browne (DIR) S McKew (MGR) J Hurse (MGR) A Sheko (OFF)	• G21 Integrated Transport Strategy	• Nil

5. PLANNING DELEGATIONS

Source: **City Planning & Economy**
Director: **Gareth Smith**

Purpose

1. To provide the schedule of planning permit applications determined under delegation since the last report.

Background

2. Section 11 of the *Local Government Act 2020* 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. Section 63 of the *Local Government Act 2020* and section 188 of the *Planning and Environment Act 1987* allow Council to establish a delegated committee with the power to determine planning permit applications.

4. Council to Staff Instrument of Delegation allows staff to determine planning permit applications where there are less than 6 objections lodged.

5. The Planning Committee's terms of reference provide for determination of planning permit applications where there are 6 or more objections lodged.

6. The City is required by Council to provide information on planning permit applications determined under delegation.

Key Matters

7. The Schedule attached to this report provides information on the planning permit applications determined under delegation since the last report.

RESOLUTION - Item 5.1

Cr Grzybek moved, Cr Sullivan seconded -

That Council receive the information in the Schedule titled Planning Decisions Report for May 2022.

Carried

Planning Decisions May 2022

App Number	Location	Application Type	Decision Date	Description	Authority Description
PP-1186-2021	19 Camden Road, NEWTOWN VIC 3220	Construction of Three (3) Dwellings and Three (3) Lot Subdivision	27/5/2022	Refusal	Decision Making Committee
PP-1219-2021	123 Marshalltown Road, GROVEDALE VIC 3216	Construction of Two (2) Dwellings and Variation of Covenant Restriction (PS525174N)	20/5/2022	Refusal	Decision Making Committee
PP-1223-2021	57-59 Murradoc Road, DRYSDALE VIC 3222	Use and Development of the land for a Convenience Restaurant, Alter access to a road in a Transport Zone 2, Construct and Display Internally Illuminated Business Identification Signage (including a Pole Sign)	25/5/2022	Grant a Planning Permit	Delegated Authority
PP-1253-2021	28 Elise Road, CLIFTON SPRINGS VIC 3222	Construction of a Dwelling over 7.5m in Height	27/5/2022	NOD Planning Permit	Decision Making Committee
PP-151-2019	9 Perth Street, BELMONT VIC 3216	Construction of Four (4) Dwellings and Four (4) Lot Subdivision	4/5/2022	Extended Planning Permit	Delegated Authority
PP-1512-2020	149 Bellarine Highway, NEWCOMB VIC 3219	Use and Development of a Service Station, Convenience Restaurant (Drive-through) and Car Wash and Alter Access to a Road in a Transport Zone 2	27/5/2022	Refusal to Grant a Planning Permit	Planning Committee
PP-1530-2021	121 The Parade, OCEAN GROVE VIC 3226	Construction of Six (6) Double Storey Dwellings Greater than 7.5 metres in Height and Six (6) Lot Subdivision, Alter Access to a Transport Zone 2 and Waiver of Visitor Car Parking Space	6/5/2022	Refusal	Decision Making Committee
PP-320-2021	98 Marshalltown Road, GROVEDALE VIC 3216	Construction of Multiple Dwellings (41 dwellings) and Staged Multi Lot Subdivision	27/5/2022	Refusal to Grant a Planning Permit	Planning Committee
PP-402-2020	1 Lunan Avenue, DRUMCONDRA VIC 3215	Demolition of Existing Dwelling in a Heritage Overlay and Construction of Two (2) Dwellings	10/5/2022	Permit Issued	VCAT

PP-635-2021	32-34 Barongarook Drive, CLIFTON SPRINGS VIC 3222	Construction of Seven (7) Dwellings and Reduction of Visitor Car Parking Requirements	19/5/2022	Grant a Planning Permit	Delegated Authority
PP-937-2018	24 Bellarine Highway, NEWCOMB VIC 3219	Construction of four dwellings on a lot and four lot subdivision adjacent to a Road Zone Category 1	24/5/2022	Extended Planning Permit	Delegated Authority
PP-964-2021	102 The Parade, OCEAN GROVE VIC 3226	Construction of a Three (3) Storey Building Containing Nine (9) Dwellings a reduction to the standard car parking rate and Creation and Alteration of Access to a Transport Zone	20/5/2022	Grant a Planning Permit	Delegated Authority
PP-1-2022	14 Catalina Crescent, CLIFTON SPRINGS VIC 3222	Construction of a Dwelling Greater Than 7.5m in Height	26-May-2022	NOD - Delegate	2
PP-110-2022	68 Clarendon Street, NEWTOWN VIC 3220	Extension to a Dwelling on a Lot Less than 300m2	25-May-2022	NOD - Delegate	1
PP-1185-2021	34-36 Crestmoor Drive, HIGHTON VIC 3216	Construction of Six (6) Dwellings, Six (6) Lot Subdivision and Reduction of Visitor Car Parking	6-May-2022	NOD - Delegate	2
PP-1188-2021	6A Eagleview Crescent, BELL POST HILL VIC 3215	Construction of a Dwelling exceeding 7.5m in Height	17-May-2022	NOD - Delegate	2
PP-1192-2021	4 Lichen Grove, HIGHTON VIC 3216	Construction of 3 dwellings and 3 lot subdivision	31-May-2022	NOD - Delegate	4
PP-1297-2021	19 Wattletree Avenue, ST LEONARDS VIC 3223	Construction of Five (5) Dwellings	27-May-2022	NOD - Delegate	5
PP-1326-2021	40 High Street, PORTARLINGTON VIC 3223	Construction of 2 dwellings and 2 lot subdivision	5-May-2022	NOD - Delegate	2
PP-1396-2021	59 Buckingham Road, NEWTOWN VIC 3220	Construction of Second Dwelling and Two (2) Lot Subdivision	24-May-2022	NOD - Delegate	1
PP-1472-2021	17 Lily Street, HAMLYN HEIGHTS VIC 3215	Construction of Two (2) Dwelling and Two (2) Lot Subdivision	4-May-2022	NOD - Delegate	3
PP-1488-2021	119 The Terrace, OCEAN GROVE VIC 3226	Construction of Two (2) Dwellings over 7.5m in Height, Two (2) Lot Subdivision and Creation of Easement (Party Wall)	5-May-2022	NOD - Delegate	1
PP-187-2022	12 Alinga Court, CLIFTON SPRINGS VIC 3222	Construction of a Dwelling over 7.5m in Height	17-May-2022	NOD - Delegate	2

PP-235-2022	27 Drysdale Street, PORTARLINGTON VIC 3223	Two (2) Lot Subdivision	19-May-2022	NOD - Delegate	1
PP-24-2022	85 Clarence Street, GEELONG WEST VIC 3218	Partial Demolition and Alterations and Additions to a Dwelling and Construction of a Garage and Fence in a Heritage Overlay	5-May-2022	NOD - Delegate	1
PP-272-2022	11 Finch Close, OCEAN GROVE VIC 3226	Extension to a Dwelling and Construction of a Habitable Outbuilding	31-May-2022	NOD - Delegate	1
PP-321-2022	110 Sladen Street, HAMLYN HEIGHTS VIC 3215	Construction of a Dwelling Greater than 7.5m in Height	25-May-2022	NOD - Delegate	1
PP-534-2017/B	9 Scarlett Street, GEELONG WEST VIC 3218	Buildings and Works Associated with the Construction of Three Dwellings and a Four Lot Subdivision	4-May-2022	NOD - Delegate	4
PP-80-2022	36 Kilgour Street, GEELONG VIC 3220	Use and Development of the Land for Restricted Place of Assembly and Reduction in Car Parking	26-May-2022	NOD - Delegate	1
PP-827-2021	32 Walkers Road, LARA VIC 3212	Buildings and Works for the Construction of Four (4) Dwellings and a Vehicle Crossing	20-May-2022	NOD - Delegate	4
PP-848-2021	12 Blyth Street, BREAMLEA VIC	Construction of a Dwelling	16-May-2022	NOD - Delegate	2

6. CONFIDENTIAL

Council will close the meeting to the public in accordance with the provision of section 66(2) of the *Local Government Act 2020* to consider the following items:

6.1. Point Henry Lease (Confidential)

Source: **Customer & Corporate Services**
Acting Director: **Karen Olesnicky**

CONFIDENTIAL

RESOLUTION - Item 6.1

Cr Moloney moved, Cr Mason seconded -

That Council consider this report at the conclusion of the meeting as it is designated confidential by the Chief Executive Office pursuant to sections 3(1) and 66(5) of the Local Government Act 2020, the information contained in this report is confidential because it contains Council business information being information that would prejudice the Council's position in commercial negotiations. This section is applicable because there are limited relevant permit holders within the region.

Carried

6.2. Geelong Arena (Confidential)

Source: **Community Life**
Director: **Robyn Stevens**

CONFIDENTIAL

RESOLUTION - Item 6.2

Cr Nelson moved, Cr Grzybek seconded -

That Council consider this report at the conclusion of the meeting as it is designated confidential by the Chief Executive Officer pursuant to sections 3(1) and 66(5) of the Local Government Act 2020, the information contained in this report is confidential because it contains Council business information being information that would prejudice the Council's position in commercial negotiations. This section is applicable because of the sensitive nature of the information and if prematurely released, would prejudice the Council's position in commercial negotiations.

Carried

6.3. 2021-22 First National Cultural Heritage Grants Round Two (Confidential)

Source: Customer & Corporate Services
Acting Director: Karen Olesnicky

CONFIDENTIAL

RESOLUTION - Item 6.3

Cr Mason moved, Cr Mansfield seconded -

That Council consider this report at the conclusion of the meeting as it is designated confidential by the Chief Executive Officer pursuant to sections 3(1) and 66(5) of the Local Government Act 2020, the information contained in this report is confidential because it contains Council business information being information that would prejudice the Council's position in commercial negotiations. This section is applicable because the agenda item contains a level of detail which if released would diminish the organisation's capacity to compete in a commercial environment.

Carried

CLOSE OF MEETING

Cr Sullivan moved, Cr Kontelj seconded -

That the meeting be closed to the public.

Carried

The meeting was closed to the public at 9.23pm

Cr Nelson moved, Cr Mansfield seconded -

That the meeting be re-opened to the public.

Carried

The meeting was opened to the public at 9.37pm

As there was no further business the meeting closed at 9.37pm on Tuesday 28 June 2022.

Signed: _____

Cr Peter Murrihy (Mayor)

Date: _____