



**Geelong  
Manufacturing  
Council**

*Advancing Regional Industry*



# ANNUAL REPORT 2020

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# FAST FACTS

## KEY PROGRAM & EVENT MEASURES

GMC & ENG  
**149**  
MEMBERS

**38**  
events

**248**  
GEELONG MANUFACTURING COMPANIES  
AND OVER 1200 PEOPLE WERE  
ACTIVELY INVOLVED IN GMC PROGRAMS

**\$270M**  
OPPORTUNITIES ASSISTED TO DATE  
THROUGH ENGINEERING NETWORK GEELONG

**42** students  
**10 & 14**  
SCHOOLS BUSINESSES  
PARTICIPATE IN GFL01 & GLAM

**RICP \$750K**  
IN RESEARCH UNDERWAY, LEADING TO  
**30 JOBS**  
**\$4M CAP-EX**

**24**  
MENTEES & MENTORS PARTICIPATE  
WOMEN IN MANUFACTURING NETWORK  
MENTORING PROGRAM

ENTREPRENEURS'  
PROGRAMME  
**40+**  
business reviews  
PPE CAPABILITY ANALYSIS  
COMPLETED

**\$6.5M**  
BENEFIT RECEIVED/SAVED BY  
COMPANIES PARTICIPATING IN  
LEADERSHIP FOR MANUFACTURING EXCELLENCE

## 2019 LEADERSHIP FOR MANUFACTURING EXCELLENCE RESULTS

**INTRODUCTION**  
OF A NEW DIGITALISED  
**\$160k QMS** QUALITY MANAGEMENT SYSTEM

**\$1.5M+ SAVED**  
IN MAINTENANCE COSTS  
WITH **INDUSTRY 4.0**  
INTELLIGENT SENSORS

document management  
REDUCED LEADTIME &  
DOWNTIME FOR  
REFINERY  
MAINTENANCE  
SAVES **\$125K**

**\$1.2M**  
REDUCED  
LEAD TIMES

**\$500K**  
IMPROVED  
PRODUCTION  
CAPACITY

**\$600K**  
REDUCED TIME  
IN PRODUCTION  
CLEANING  
PROCESS

**\$328K SAVED**  
in REDUCED LEAD TIME  
& INCREASED CAPACITY

**\$165K**  
SAVED IN COSTS  
THROUGH IMPROVED ANALYSIS  
& FEEDBACK TO PREVENT  
ABSENTEEISM

COMMERCIALISED  
CARBON WASTE  
**RECYCLING** **\$125K**  
REVENUE

**\$500K**  
SAVED WITH INCREASED  
DATA VISIBILITY &  
IMPROVED OUTPUT

**\$185K**  
SAVED IN REDUCED  
CHANGE-OVER TIME  
BY REDUCING #  
OF CHANGES

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# SPONSORS

## MAJOR SPONSORS



## INDUSTRY SPONSORS



## GOVERNMENT PARTNERS



Australian Government  
Department of Industry, Science,  
Energy and Resources

Business  
Entrepreneurs' Programme

# MEMBERS

## GMC

Air Radiators  
AKD Softwoods  
Andritz  
ANZ  
Aus Pits  
Austeng  
Australian Industry Group  
Australian Graphene Industry Association  
Avalon Airport  
Aviat Global  
Backwell IXL  
Barrett Burston Malting Co Pty Ltd  
Bartlett's Environmental  
Barwon South West Waste Resource Recovery Group  
Barwon Water  
Boomaroo Nurseries  
Boral Cement  
Boundary Bend Olives  
Carbon Nexus  
Carbon Revolution  
Caron Laboratories  
Chemring Australia  
City of Greater Geelong  
CMTP  
Corio Waste Management  
CSIRO  
Coulter Roache  
CLOS - Cross Laminated Offsite Solutions  
Deakin University  
Direct Recruitment  
Douglas Partners  
Dow Chemicals  
Emu  
Farm Foods  
Findex

Flaim Systems  
Ford Motor Company of Australia Ltd  
Formflow  
GD Manufacturing Engineers  
Geelong and Region Trades and Labour Council  
Geelong Galvanizing  
Geelong Port  
GenU  
Gforce Employment Solutions  
GHD  
Godfrey Hirst Australia Pty Ltd  
GT Recycling  
Hanwha Defense Australia  
Hays Recruitment  
Head Start Barwon  
Hoare Bros  
HR4Business  
Industry Capability Network  
Imagine Intelligent Materials Ltd  
Incitec Pivot Ltd  
Industrial Control Technology  
Infrabuild  
Innovative Window Solutions  
Insight Engineering  
Insulpak Pty Ltd  
Kempe  
KPMG  
Lifting Victoria  
Lyondellbasell Australia  
MainFreight  
Malteurop  
Marand  
McHugh and Eastwood  
Midway Limited  
Mondo

Moore Australia  
Multiskills Training  
Outback Marketing  
Organic Dairy Farmers  
Pelligra  
Plantic Technologies  
QA Electrical  
Quickstep Automotive Pty Ltd  
Rendine Constructions  
Ridley  
RPC Technologies Pty Ltd  
Rydges Geelong  
Sava Engineering  
Scaada Group  
Symal Group  
Programmed Skilled Workforce  
SNF (Australia Pty Ltd)  
Solos  
Surdex Steel  
Sykes Racing  
TCA Partners  
Terminals Pty Ltd  
The Drug Detection Agency Geelong  
The Gordon  
Thornton Engineering  
TXM Lean Solutions  
Vestas Australian Wind Facility  
Victorian Regional Channels Authority  
Viva Enery Australia  
Workforce Extensions  
Worley  
Xtreme Technology

## ENG

Air Radiators  
Aerospace Specialist Components  
Austeng  
Aviat Global  
Backwell IXL  
Barwon Valley Stainless  
Deakin University  
Esic Lighting  
Epsilon Instrumentation  
GD Manufacturing Engineers  
Geelong Galvanizing  
Geelong Port  
Gforce Employment Solutions  
GHD  
Green Earth Electrical

Hanlon Industries  
Hoare Bros  
Industry Capability Network  
Industrial Control Technology  
Insight Engineering  
Insulpak Pty Ltd  
J Anderson & Co Engineering  
JR Production Engineering  
Kempe  
Lifting Victoria  
MaddisonWright Engineering  
Marand  
MEKS Solutions  
McElligotts  
Norris

People at Work  
PM Design  
Proficiency Contracting  
RPC Technologies Pty Ltd  
Sava Engineering  
Scaada Group  
Symal Group  
Stajko Engineering  
The Gordon  
Vehicle Modification Services  
WingFan  
Workplace Alliance  
Worley

# ABOUT GMC

The Geelong Manufacturing Council is a non-political, not-for-profit organisation funded by industry partners who wish to promote the region as a dynamic and innovative manufacturing centre of the future. GMC comprises over 100 manufacturers in the Greater Geelong and Colac regions who collectively employ over 9,000 people, stakeholders from government, education and service providers. Geelong Manufacturing Council members meet regularly to highlight, discuss and resolve issues pertaining to manufacturing to promote and support regional economic growth.

## VISION

The Geelong Manufacturing Council's key areas of strategic importance are encapsulated in our vision. To position the Geelong region as an internationally competitive manufacturing centre in the 21st century. We will achieve this through facilitation and support for manufacturing to:

- Develop & share sustainable practices
- Encourage the growth of technologically advanced manufacturing
- Promote a favourable operating environment for manufacturing in Geelong

## MISSION

To have a positive impact on the sustainability of the Geelong region's manufacturing industry so that companies and investors are confident in the future of manufacturing in the region to ensure a vibrant, successful and prosperous community.

# BOARD OF DIRECTORS

**Lyn George (Chair)**  
Austeng

**Bernard Brussow (Deputy Chair)**  
FormFlow

**Jamie Baensch**  
Air Radiators

**Peter Dale**  
IXL Group

**Thys Heyns**  
Viva Energy

**Ian Kett**  
Deakin University

**David Sykes**  
Sykes Business

**David Peart (Secretary)**  
Geelong Manufacturing Council

## STAFF

**David Peart**  
CEO

**Robert Delalande**  
Finance Manager

**Kevin Foard**  
ENG Manager

**Leanne Nelson**  
Project & Administration Manager

**Michael Williams**  
Industry Innovation Manager

**Mark Amirtharajah**  
Supply Chain Facilitator

**Vlado Baban**  
Business Adviser

**Brett Henderson**  
Supply Chain Facilitator

**Neil Mulcahy**  
Supply Chain Facilitator

**Peter Veal**  
Business Adviser

*Contracts for these staff expired June 30, 2020.  
We thank each of them for their time with GMC.*

# CHAIR'S REPORT

As we reflect on the previous year, it goes without saying that few of us had any idea of how it would unfold. It has been an extraordinary roller coaster year and now is an opportune time to reflect, share our achievements and speculate on possible ways forward. More broadly, COVID-19 has given us an opportunity to see how society could be different both in positive and negative ways; to consider rebuilding the economy by transforming the way we think. Not just the nature of work day to day, but broad approaches to both business models and policy settings.

I would like to take this opportunity to thank all our members for your continued support throughout the year. It proves how important this connection is now more than ever before when it comes to management of our businesses and planning for the future – whatever that may be. Our team, led by CEO David Peart, have done a great job pivoting to providing a help line, providing regular updates and presentations whilst working remotely.

It is true to say that the pandemic has impacted many of our members differently, with some reporting business as usual and some reporting increases in production due to responding to shortages in equipment or demand for food. On the other hand, some members, especially those strongly linked to hard hit industries such as hospitality, tourism or retail have reported supply chain constraints or loss of business. Lack of certainty has also impacted.

There is no doubt that this crisis has highlighted the importance of Australia having a strong local manufacturing capability and the down sides of reliance on overseas supply chains in critical areas. A myriad of different companies have stepped up, both locally and nationally, to play an important role in responding (often in collaboration) to the current crisis. They have produced protective gear, ventilators, sanitiser, and other essential products. There is a real push from many quarters to rethink previous policy settings and realise the value of our local engineering, manufacturing and skills base, and revisit the decline of manufacturing in this country based on a free market rationalist orthodoxy involving the export of low value commodities and the import of high value manufactured goods. These calls are gaining traction with the Prime Minister recently proclaiming, "We need to look carefully at our domestic economic sovereignty" and the Federal budget in October outlining a Modern Manufacturing Strategy, targeting six manufacturing priorities.

We are hopeful that this is just the start of a pivot to focus more on incentivising manufacturing and I encourage both the Federal and State Governments to think big. A great example of this would be the opportunities created by the idea being floated of Geelong being designated as a Hydrogen Innovation Zone – an interesting proposal getting quite a bit of publicity recently. It goes without saying that there are huge opportunities to generate jobs generally as the country increasingly transitions to renewable energy. There is a myriad of opportunities for Geelong to be at the centre of such a push.

We continue to lobby all levels of government to provide well thought out policy and vision with appropriate incentives – this is not about attempting to "pick winners" but providing the necessary framework to support innovation, research and development, funding of early stage technologies as well as collaboration between companies and universities. It also involves rethinking the best way to promote Australian made products and a local procurement policy with teeth.

More specifically, I believe manufacturing will play a key role in contributing to economic recovery from this crisis given the sector's ability to generate economic prosperity and jobs with a generous multiplier effect.

In this regard, the GMC has already been successful in obtaining funding from the Federal Government for the CEO Connect Program, Diversification and Innovation Program as well as the existing Leadership for Manufacturing Excellence Program. I call on each of you to take advantage of these existing and new programs, to think creatively and to advocate where possible to promote the manufacturing sector within your own networks.

I am very pleased to report that the GMC's Strategy 2020-25 has been finalised. The underlying objective is to encourage our members and the local manufacturing sector to achieve its full potential. The current crisis has made these endeavours even more pressing and relevant.

I continue to view Geelong as a great place to live and work given our close proximity to each other and historic "can do" attitude that promotes collaboration and innovation.



Notwithstanding a very challenging year, highlights include:

- The announcement by Deakin University & CSIRO of the development of a Circular Economy Initiative that is a globally significant research facility that will aim to generate sustainable processes, products and waste solutions for industry.
- The announcement that Hanwha Defence Australia has been chosen to build 30 Self Propelled Howitzers for the ADF, with Geelong being the preferred base for its activities providing large opportunities throughout the supply chain.
- The Pelligra Group having officially taken possession of the former Ford Factory manufacturing site (renaming it Fortek) and securing tenants for over 60% of the site.
- The Advanced Fibre Cluster – Geelong proceeding with ground breaking collaborative research projects as well as developing overseas contacts and expanding its membership base.

As a not-for-profit organisation we need to be careful in how we utilise our revenue. This is important to ensure sustainability of activities, programs and continuity of employment for staff members. In 2019/2020 financial year we not only retained members, we also saw a modest surplus. Both have been very gratifying, particularly in light of this year's challenges. This, together with healthy retained earnings, makes us well placed to implement our new strategy and assist members next year.

In conclusion, let's not waste a good crisis. Now is the opportunity for the rebooting of the Australian manufacturing sector, as a means of re-igniting the economy post COVID-19 and sustainably into the future. Closer to home, there really is no better time for each business to review opportunities given the new climate, and adapt by thinking innovatively, investing in R&D and creating new partnerships. I look forward to 2021 with keen anticipation.



**Lyn George, OAM**  
Chair

# KEY PILLARS

Throughout 2020 the Geelong Manufacturing Council Board, CEO and key stakeholders have worked to develop a strategic plan to take the organisation through to 2025 and beyond. The strategic plan is guided by three key pillars which have been identified as fundamental to our vision. Each pillar consists of four strategic goals:

## Increasing Member Capabilities

1. Accelerate the transition towards advanced manufacturing
2. Identification & support of opportunities in high growth sectors
3. Increase product & industry diversification
4. Facilitate business opportunities for members

## Enhancing the Entrepreneurial Ecosystem

5. Increase the number of high growth firms in the region
6. Stimulate innovation activities across the sector
7. Facilitate increased productivity across members
8. Increase the uptake of investment capital in the region

## Creating a Positive Manufacturing Environment

9. Increase the diversity & inclusion across the sector
10. Influence positive change to regulations & policy to support strategic objectives
11. Advocate with impact for important member issues
12. Encourage & promote the pursuit of excellence across manufacturing

# CEO'S REPORT

**In a year like no other, manufacturing has retained its position as a critical and vitally important part of the economy, closely connected with notions of what comprises essential industry.**

**A large part of the manufacturing sector has managed to continue operating under COVID-19 conditions, particularly in regional Victoria. On a positive side it has seen a dramatic pivot of focus into Australian-made, particularly with respect to Personal Protective Equipment (PPE), through the realisation that much of this supply chain was previously sourced from offshore and not readily available when it was needed. Offshore sourcing is not always practical in times of global upheaval and sovereign capability has been rediscovered as a national goal across strategic industries. We remain optimistic that these positive trends will be followed up with substantive policy initiatives which will be required to embed these outcomes permanently into our economy.**

The year began with positive announcements across defence and renewable energy projects and then moved into a period with supply chain impacts being experienced due to a virus which became known as COVID-19. Southeast Asian supply chains started to be impacted in February and March followed by the COVID-19 new normal that has seen the way we all work and conduct our lives changed.

GMC worked with its members early in the year through an analysis of Australian capability and several Geelong-based initiatives were undertaken to produce PPE such as hand sanitiser and face masks and other components of the PPE supply chain.

The focus on sovereign capability has been a positive trend that should continue well into the future. This has started to flow through into defence spending, government and major project procurement and extending onto the security of fuel. All of these have major impacts and opportunities for our region.

Through this time, GMC has endeavoured to provide assistance and support to members through online delivery of programs, webinars, with regular updates to members providing an important resource. New initiatives aimed at helping members to diversify their offerings and engage with OEMs and large customers also sought to maximise the opportunities in Australia for local supply chain strengthening. A key response has been the inception of a diversification and innovation initiative that will continue in 2021.

It's been reassuring that industry has continued to see the importance of innovation as part of its operating environment and there's been some great case studies developed during the past year. I would like also to note the importance of the essential services that our industry members perform, having worked throughout the year to continue operating in difficult, uncertain and challenging circumstances.

During the year discussions with global defence company Hanwha progressed, leading up to the announcement to build 30 self-propelled Howitzers in Geelong as part of a \$1.3 billion plus project.

Pelligra was announced as the successful purchaser of the Ford Norlane facilities which were surplus to Ford's requirements. Pelligra progressed plans to redevelop the site comprising over 200,000 sqm of factory space and attracted significant interest from a range of industry members.

In 2021 we look forward to moving past the challenges of 2020, seizing opportunities presented and building on the positive aspects of today's world, while eliminating some of the negative issues that have challenged us during this year.

Manufacturers have consistently shown their ability to adapt to changing working conditions and operating in a COVID safe manner. This is going to remain important into the future. It's likely that we will see ongoing changes to working environments, in some cases supplemented by working at home or in other remote locations.

As GMC wound up its delivery of Business Services for the **Entrepreneurs' Programme** (EP) during the year, we said goodbye to several staff involved in the program. I thank them for their contributions over a number of years. Longest serving of these was Vlado Baban who continues to collaborate with GMC

through his ongoing role with EP.

GMC continues its close relationships with EP through the delivery of a number of initiatives including the new **Diversification & Innovation Program** and **CEO Connect** (both commenced in 2020-21).

**Women in Manufacturing Network** saw a full program of events for both women and men, in an ongoing program to promote, support and encourage the participation of women in manufacturing and engineering roles.

**Geelong Future Leaders of Industry & Girls Leading Advanced Manufacturing** saw young people from across the region's secondary schools benefit from the program, with 15 joining virtual events with nine industry supporters, and many more taking advantage of recordings of these events.

**Engineering Network Geelong** continued to provide returns for members, having now delivered approximately \$270m in projects over its life and providing leads on \$240m tenders annually.

**Cleantech Innovations Geelong** continued with the Procurement for Innovation project, with a number of projects reviewed. A mix of face to face and online events were held.

**Regional Industry Collaboration Program** has funded 25 projects through R&D activities that delivered 30 jobs and \$4m of capex. Notable events included an Industry 4.0 Case Study from Ridley Corp.

**Leadership for Manufacturing Excellence** finished 2019 with significant results from participant improvement projects - over \$6.5m of benefit was realised. The program in 2020 was redesigned for virtual delivery and we look forward to seeing project results in early December.

**GMC Meetings** featured presentations from members and new entrants to the Geelong region. The introduction of virtual meetings in early 2020 meant guests from further afield could attend, providing valuable information and opportunities for members.

During the year we worked with members and stakeholders on a new strategy and I am excited to be embarking on an period of strategic planning. This will be the key driver of our future

activities.

Thank you to our key partner, Deakin University, whose support has allowed us to continue to deliver programs aimed at building our innovative culture, resulting in important jobs and investment in our region.

Thank you to our staff who have proved their agility and adaptiveness in striving to best serve our members, Chair Lyn George and Directors for their strategy guidance and support. We are only able to operate through the ongoing support of members, sponsors and key stakeholders, and I look forward to working together with you all to achieve great outcomes in 2020-21.



**David Peart**

Chief Executive Officer

# 2020 IN REVIEW

## JULY 2019

- Pelligra advise plans for Fortek redevelopment of the Ford Norlane site (\$500m) including \$100 million in solar and energy storage technologies to attract advanced manufacturing, lowering energy costs and reducing emissions

## AUGUST 2019

- Carbon Revolution secures \$2.4m contract to develop wheels for Boeing CH47F Chinook helicopter
- Little Creatures wins 2019 Geelong Business Excellence Awards Advanced Manufacturing category

## SEPTEMBER 2019

- Vestas Renewable Energy Hub is officially opened by Premier Dan Andrews at the former Ford site in Norlane

## OCTOBER 2019

- Advisian addresses GMC Members' Meeting on progress and opportunities in hydrogen for energy production

## NOVEMBER 2019

- Members briefed on opportunities at the \$1b Chisolm Road Prison Project

## DECEMBER 2019

- Quintessential Equity appoints Kane Constructions to build the new GMHBA headquarters in Moorabool St
- The "Geelong Flyer" ferry begins a commuter service from Geelong to Docklands

GEELONG  
MANUFACTURING  
COUNCIL







## JANUARY 2020

- Hanwha gives update briefing at City Hall re \$1.3b Land 400 Phase 3 & Self Propelled Howitzer Gun Project
- GMC facilitates its 18th innovation project through the Regional Industry Collaboration Program. Participant companies expect \$8.4 million capital investment to flow from their projects

## FEBRUARY 2020

- GMC held meetings with local MPs re Land 400 Phase 3 & Self Propelled Howitzer Gun Project
- Geelong companies participate in the Welding for Defence Project

## MARCH 2020

- GMC establishes support mechanisms for members as COVID-19 restrictions take place, and redesigns programs for remote delivery
- GMC participated in discussions with Governments, advocating for support and analysing opportunities
- GMC's Entrepreneurs' Programme team begins COVID-19 Rapid Response Work and comprehensive analysis of PPE supply and manufacturing capabilities across the state.

## APRIL 2020

- Announcement that Mondo is to partner with Neoen to build proposed \$300m 600MW battery in Moorabool, the largest in the Southern Hemisphere
- Geelong Port & TT Line announce The Spirit of Tasmania will be based out of Geelong Port from 2022 resulting in \$135m of capital investment

## MAY 2020

- Viva Energy announces it is assessing the Geelong Energy Hub, with infrastructure for LNG, solar and strategic fuel storage at the Corio facility

## JUNE 2020

- Godfrey Hirst COO, Derek Charge addresses the Members meeting providing an update on how GHA has responded to COVID-19
- GMC participates in Victorian Government Manufacturing COVID-19 Round Table
- GMC announces 3 programs to assist members (Diversity & Innovation, Leadership for Manufacturing Excellence and CEO Connect)

# CREATING A POSITIVE MANUFACTURING ENVIRONMENT

We are often asked, "What is the current state of industry?" Some of the important indicators of this are: Are there new industry members establishing in Geelong? Are the existing industry members growing? What does the future for manufacturing in our region look like?

In the past year we have seen several major companies establish operations in Geelong. Hanwha, a significant global player in the defence sector and Vestas, one of the largest windfarm manufacturers in the world have set up activities in Geelong. This, together with a number of emerging startups, is a positive sign of a vibrant sector.

During the year a number of challenges, both existing and new were dealt with. We started the year with the annual members survey, providing valuable feedback for GMC regarding our programs, meetings and their value to members.

Overall a net promoter score of 8/10 provides a healthy view and benchmark for the future. Networking and information sharing were seen as key member benefits, with industry promotion and advocacy scoring highly.

The results of the Federal Government election survey in mid 2019 was also a basis for setting our priorities for the year.

Key issues identified were:

- Energy costs - electricity and gas
- Infrastructure (road/rail)
- Support for capital expenditure
- Sustainability/ resource recovery/recycling
- Procurement/Definitive Local Content Requirement
- Skills Training & Apprenticeships

Planning is an important issue for regional manufacturers and it is vital that consistent and well-defined planning guidelines provide a solid base for future investment. To that end, GMC continues to explore opportunities to advocate for members in this area.

GMC regularly supports members with applications for grant funding, expansion, business case information and other information provision. Regular presentations on State and Commonwealth Government grants and assistance to manufacturing were a feature of the member briefings.

Updates and briefings by various Government agencies and departments such as the EPA, Workcover, RDV and AusIndustry ensured members were informed of current issues affecting industry. These included:

- Federal Government's Rapid Response Taskforce
- Reserve Bank Briefing
- Industry 4.0 briefing
- Geelong Small Business Festival
- COVID-19 Response Proposal to Victorian Government
- Engineers Association
- Industrial Manslaughter Legislation

While submissions included:

- R&D Tax Incentive Review
- Parliamentary Inquiry into Sustainable Employment for Disadvantaged Jobseekers
- COVID-19 Manufacturing Response

A number of Advanced Manufacturing Growth Fund recipients were GMC members. While we were disappointed with the lack of local recipients under the Modern Manufacturing Fund, we are confident that the next round will receive greater local take-up.

Promoting excellence within local industry is an important aspect of our work. Key areas supported by GMC included:

- The Gordon Awards for Excellence
- Girls Big Day Out
- Engineering Apprenticeship Awards
- Women in Manufacturing
- Girls Leading Advanced Manufacturing & Geelong Future



#### Leaders of Industry

- Geelong Business Excellence Awards - Advanced Manufacturing & Industry Category Sponsor

GMC completed its contract as one of 10 partner organisations Australia-wide under the Entrepreneurs' Programme, after working for a number of years to positioning the region to take advantage of this important assistance mechanism for business. This included assisting to complete a large capability analysis for producing PPE during the initial days of the coronavirus pandemic. GMC team of five business advisers and facilitators servicing Geelong, Western Victoria and state-wide finalised the program as at 30 June.

Networking activities included working with over 200 companies via 38 member events across the year. We were pleased to be able to continue events virtually during 2020.

A Members' Help Line was established in March as COVID-19 started to have impacts across our member base. This together with updates proved useful in assisting members navigate the uncertain landscape.

Webinars to assist members included the following:

- Human Resources
- Finance Cash Flow
- R&D Tax
- Workplace Health and Safety
- Industry 4.0 Case Study
- Maintaining Workplace Diversity in Times of Complexity

An important aspect of advocacy includes representation on relevant regional community and stakeholder committees including:

- G21 Economic Development Pillar
- Geelong Chamber of Commerce Board
- Northern Gateway Infrastructure Group
- VRCA Port City Co-ordination Committee
- Geelong COVID Collective Committee
- Geelong Defence Alliance
- G21 Leaders Group
- Future Proofing Geelong
- Cleantech Innovations Geelong
- AiGroup Victorian Council
- Australian Industry Defence Network (Victorian Chapter)
- Clever and Creative Future

Being active in these committees ensures that Geelong's manufacturing interests are well understood and accommodated

through the community.

Major briefings on important investment opportunities included:

- High Capacity Rail Project
- Hanwha Defence Projects
- Chisholm Rd Prison
- Hydrogen opportunities

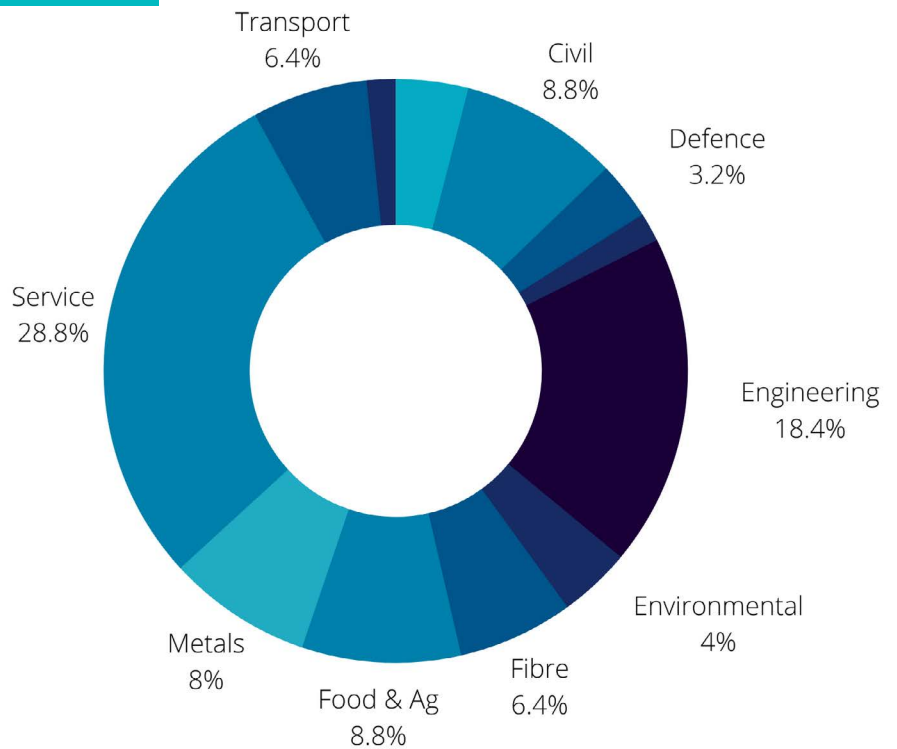
During the year a Geelong Leadership Group was established to ensure that regional groups were able to communicate and share ideas. This culminated in a set of requests for regional infrastructure projects which were advocated to Federal and State Governments.

The aim of the above efforts is to create and promote an attractive and supporting environment for manufacturing within our region.

# MEMBERSHIP

The membership of GMC & ENG has grown in 2019-2020 with the following 14 organisations becoming members:

- Douglas Partners
- Findex
- Flaim Systems
- Hanwha Defense Australia
- Head Start Barwon
- Hoare Bros
- HR4Business
- Innovative Window Solutions
- Mondo
- Outback Marketing
- Pelligra
- Scaada Group
- Symal Group
- The Drug Detection Agency Geelong



	2018	2019	2020
<b>GMC Members</b>	81	84	90
<b>ENG Members</b>	36	46	45
<b>Major Sponsors</b>	12	10	10
<b>Industry Sponsor</b>	3	3	4
<b>Total</b>	<b>132</b>	<b>143</b>	<b>149</b>





# PROGRAMS

## LEADERSHIP FOR MANUFACTURING EXCELLENCE

GMC's Leadership for Manufacturing Excellence Program delivers an average return on investment to participating manufacturing companies of over \$300,000 pa. The program is tailored for current and developing business leaders, middle managers and aspiring team leaders. It provides comprehensive skill sets in innovation, lean and leadership and aims to develop the leadership capacity to succeed in today's manufacturing environment.

The program is unique to the GMC, bringing together the key themes of innovation, lean, through workshops, coaching and applied leadership to an in-house improvement project of strategic significance. Benefits achieved by participating organisations in 2018 were \$10.9m and \$6.5m in 2019.

To date over 180 manufacturing leaders from more than 68 companies have graduated the program.

## 2020 PROGRAM

The 2020 program start was delayed to August due to COVID-19 restrictions. Eight teams are participating in a series of virtual workshops and preparing to present their improvement projects in early December. Projects undertaken in 2020 include:

- Implementation of tank sensors to reduce time & increase accuracy in checking stocks
- Improving the safety and equipment accessibility of a facility area, while building a foundation for continuous improvement
- Implementation of scheduling methods to improve work & break patterns, increasing output & productivity
- Implement methods to identify multiple client needs (design thinking), thus improving sales
- Standardising work methods to significantly reduce lead times
- Implement workshop servicing kits and improved inventory management to reduce servicing & inventory costs & improve stock management
- Implement 5S in maintenance area to increase plant uptime
- Implementing 5S to increase responsiveness & improve data accuracy & completeness

## 2019 RESULTS

**INTRODUCTION  
OF A NEW DIGITALISED  
QUALITY  
MANAGEMENT  
SYSTEM**  
**\$160K QMS**

**\$1.5M+ SAVED  
IN MAINTENANCE COSTS  
WITH  
INDUSTRY 4.0  
INTELLIGENT SENSORS**

**REDUCED LEADTIME &  
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REFINERY  
MAINTENANCE  
SAVES \$125K**  
document  
management

**\$1.2M  
REDUCED  
LEAD TIMES**

**\$500K  
IMPROVED  
PRODUCTION  
CAPACITY**

**\$600K  
REDUCED TIME  
IN PRODUCTION  
CLEANING  
PROCESS**

**\$328K SAVED  
in REDUCED LEAD TIME  
& INCREASED CAPACITY**

**\$165K  
SAVED IN COSTS  
THROUGH IMPROVED ANALYSIS  
& FEEDBACK TO PREVENT  
ABSENTEEISM**

**COMMERCIALISED  
CARBON WASTE  
RECYCLING**  
**\$125K  
REVENUE**

**\$500K  
SAVED WITH INCREASED  
DATA VISIBILITY &  
IMPROVED OUTPUT**

**\$185K  
SAVED IN REDUCED  
CHANGEOVER TIME  
BY REDUCING #  
OF CHANGEOVERS**

## Supported by



Australian Government  
Department of Industry, Science,  
Energy and Resources

**Business**  
Entrepreneurs' Programme

# PROGRAMS

## WOMEN IN MANUFACTURING NETWORK

The GMC WIMN aims to increase participation rates of women across the manufacturing and engineering sector in Geelong by promoting, supporting and encouraging women in the industry, and into the industry. The initiative is now in its sixth year.

WIMN works in four key areas:

1. Raising awareness of the benefits of careers in manufacturing and engineering for young women
2. Creating a vibrant support network for women who have selected careers in manufacturing and engineering
3. Providing information to support career progression and skills development
4. Developing a community supportive of the mission and vision of GMC - WIMN



## WIMN MENTORING PROGRAM

The 2019 program attracted 17 mentees from across 9 organisations, who were matched with 17 mentors from 13 organisations. It was pleasing that the mentor group included mentors returning from the 2018 program and mentees stepping up as mentors from the 2018 program, as well as new mentors not previously involved in the program.

Through group professional development & networking sessions, along with regular one on one meetings with their mentors, mentees reported benefits and highlights, including:

- being connected with other professionals to help broaden their networks and gaining greater visibility across the sector;
- gaining perspective and a higher level of thinking with respect to both workplace issues and career development;
- greater confidence in undertaking self-advocacy;
- identifying value the mentee brought to the organisation;
- thorough consideration of options with respect to parental leave and return to work;
- courage to apply for secondment opportunities

The 2020 WIMN Mentoring program commenced in March, with an evolution to online delivery as a result of coronavirus restrictions. The 2020 Mentoring Program supported 12 women who have been carefully matched with 12 industry leaders as mentors. The program induction has been completed and one-on-one meetings are underway.



“

This is a very smart (mentoring) program with a focus on the supportive guidance of the mentee. The mentor was supportive and sought to focus on what's going on and go deep on aspects that may have a high impact on the mentee and the success rate

”



*Innovative Women in Manufacturing & Engineering Panel: (L-R) Stephanie Gould-Hardwick, Ford Australia; Alessandra Sutti, Institute for Frontier Materials (Deakin University); Jenny Perks, 4P Consulting (MC); and Emma Miller-Olsen, Regional Roads Victoria*

## WIMN EVENTS

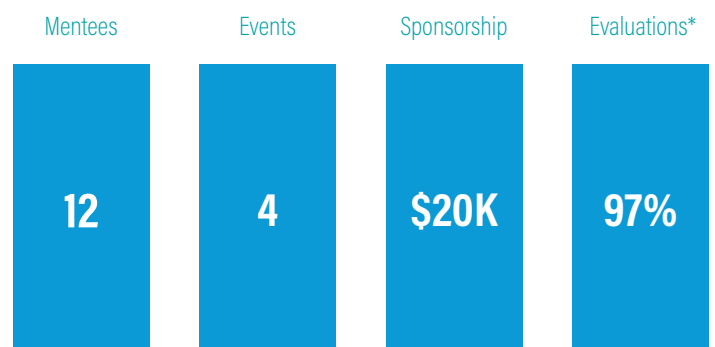
**Designing for Diversity** panel discussion was attended by 60 people, and featured leaders from Barwon Water discussing the organisation's implementation of Diversity & Inclusion Policies - their successes and challenges, and why it is so important to the organisation to embrace a diverse and inclusive workforce.

We were very pleased to host the Business Council of Australia's relaunch of their report **Women in Leadership - Lessons from Companies Leading the Way**. The panel featured GMC Chair, Lyn George, Managing Director Bendigo & Adelaide Bank, Marnie Baker and CEO Business Council of Australia, Jennifer Westacott.

The 2020 WIMN program of events began in early March with over 80 attendees at an **International Women's Day Panel** with the theme Innovative Women in Manufacturing and Engineering.

Unfortunately this was our only face to face event for the rest of 2020, as COVID-19 restrictions were enacted shortly after. Nevertheless, our program of events continued virtually and the business circumstances provided for excellent discussion at the June webinar **Maintaining Workplace Diversity in Times of Complexity**. Facilitator, Dr Bree Gorman, guided the 50 attendees through discussion on the impacts, particularly on women, of changed working conditions due to COVID-19 restrictions and provided great conversation starters to broach the subject at work.

## KEY KPI PROGRESS



*\*satisfied or extremely satisfied with events*

## Network & Program Partners





# PROGRAMS

## GEELONG FUTURE LEADERS OF INDUSTRY & GIRLS LEADING ADVANCED MANUFACTURING

Geelong Future Leaders of Industry (GFLOI) and Girls Leading Advanced Manufacturing (GLAM) are immersion programs introducing Years 9 and 10 students to the exciting world of advanced manufacturing and encouraging them to consider a professional pathway or trade with a focus on advanced technology, design, engineering and innovative manufacturing, while raising the profile of advanced manufacturing as an important career pathway in the Geelong region.

GLAM is an affirmative action program targeted directly at girls with a view to increasing the participation of females in STEM pathways and careers.

Key elements of the programs include:

- Visits to selected advanced manufacturing businesses, research institutions and educational institutions
- An exploration of leadership and entrepreneurial skills needed to succeed in advanced manufacturing along with STEM related skills and knowledge
- Student work experience is available of 3 days duration where students engage with real world challenges facilitated by the work placement manufacturing enterprise
- Promotion of equal gender balance to encourage girls to pursue STEM related career pathways

The programs seek to inject a sense of excitement and optimism into students, parents and schools about the potential of a career in STEM and industry. This is particularly important in our region, where, in the wider community, the knowledge of advanced manufacturing is limited and the perception is often one of a declining sector. Applications from students into the GFLOI and GLAM programs indicate that many students are unaware of the breadth of industries and career paths within those industries that require STEM expertise.

The 2019 GFLOI & GLAM programs were finalised in October 2019

**GFLOI  
GLAM**  
Geelong's Future Leaders  
of Industry

with a Graduation Celebration at The Gordon's Geelong Tech School Auditorium. Students, parents, teachers and industry supporters were treated to a fascinating presentation by Dr Dennis Antiohos, Principal Research Scientist at Imagine IM. In addition, ten students who chose STEM subjects in 2019 received a GFLOI/GLAM scholarship to assist with their schooling expenses.



### 2019 GFLOI & GLAM Graduation Presentations

GFLOI & GLAM were redesigned in 2020 to allow continuation during COVID-19 restrictions. An additional challenge was presented when students reverted to remote learning in July. Nonetheless, fifteen students eagerly participated in fortnightly webinars with industry leaders and role models. Our thanks to the businesses who supported the programs in 2020 by participating in webinars:

- Viva Energy
- Air Radiators
- Deakin University (School of Engineering)
- CSIRO
- Carbon Nexus
- Imagine IM
- Austeng
- Ford Australia

Students who are able to demonstrate they are pursuing STEM subjects in 2020 will again be offered a \$200 scholarship to help meet schooling expenses.

Supported by





# PROGRAMS

## ENTREPRENEURS' PROGRAMME

The Geelong Manufacturing Council is a long-standing partner with AusIndustry, delivering the Business Management elements of the Entrepreneurs' Programme (EP) for the Federal Government up to the end of FY2020. In delivering the program, GMC had a dual focus:

- Delivering Business Evaluation services in western Victoria; and
- Delivering Supply Chain Facilitation services across Australia including several projects directly impacting on the broader Geelong region.

The Entrepreneurs' Programme offers easy-to-access practical support for Australian businesses in a simplified and streamlined way. The GMC has three Business Facilitators and two Business Advisers in place to provide services as part of the Entrepreneurs' Programme. The growth sectors that the programme is tasked to work with are:

- Advanced manufacturing
- Food and agribusiness
- Mining equipment, technologies and services
- Oil, gas and energy resources, and
- Medical device and pharmaceutical
- ICT, Digital & Professional Services

Both the Business Evaluation and Supply Chain Facilitation elements of the program delivered by GMC advanced the key themes of the GMC's charter by:

- Developing the internal operational capabilities of SME's necessary to grow profit, diversify revenue, access and/or remain in global and domestic supply chains, and accelerate business agility & responsiveness;
- Enabling SME's to network and develop synergies with R&D organizations;
- Facilitating peer-to-peer learning events designed to increase internal skillset;

- Encouraging SME's to leverage world-leading advanced research, design, and innovation technologies in order to build unique competitive advantage and readily adapt to the disruptive changes taking place in market drivers and customer purchase behaviour.

Business evaluations were completed for 43 SMEs during the course of the year, within industries including defence suppliers, food manufacturers, agricultural equipment manufacturers, medical PPE & equipment manufacturers, engineering services and rail product manufacture.

Supply chain projects were undertaken with major supermarkets, health networks, packaging industry, oil/gas/mining industry and caravan manufacturers. These large projects yielded a number of supplier improvement engagements with supply chain participants.

In January 2020, the Entrepreneurs' Programme shifted focus significantly to provide rapid response support to businesses that had been affected initially by bushfires and then by COVID-19. This was an agile initiative, and sought to provide support to businesses in a number of areas. All alumni clients of EP were contacted to ascertain if and where support was required, and this was rapidly rolled out where the programme could assist. GMC's team of EP staff participated fully in this initiative. In addition, the team played a significant part in a large production capability analysis across the state. The project involved identifying, assessing and codifying potential supplier chain participants and manufacturers of PPE (masks and sanitiser). This work continued to June, when GMC wound up delivery of EP and said goodbye to several staff involved in the program. We thank them for their contributions over a number of years.

GMC continues its relationship with the Entrepreneurs' Programme through EP's support of programs including Leadership for Manufacturing Excellence, Diversification & Innovation Program and CEO Connect, all of which commenced in FY2021.

### Supported by



Australian Government  
Department of Industry, Science,  
Energy and Resources

**Business**  
Entrepreneurs' Programme

# PROGRAMS

## REGIONAL INDUSTRY COLLABORATION PROGRAM

The Regional Industry Collaboration Program (RICP) was launched in 2017 with Deakin University as our key partner, building on the success of the Industry Innovation Program (IIP). The RICP covers Ballarat and Bendigo in addition to its established Geelong presence and is particularly focused on gaining regional development through investment and jobs.

The RICP works to achieve these goals through promoting new technologies that boost global competitiveness of participant companies. The application of new technologies is developed in collaboration with the excellent people, research infrastructure and global connections of research organisations such as Deakin University, CSIRO, and others located in Victoria.

The RICP is unique as a collaboration platform in that the main driver is industry need. The program begins work with regional companies to identify innovation needs and challenges and then matches these with the right expertise and facilities in Victoria. Collaborative projects are scoped, monitored and delivered with project oversight by the Industry Innovation Manager.

The RICP mostly works with SMEs. This focus facilitates the goal of shorter term regional economic development and has an additional benefit of developing an extensive regional innovation ecosystem. The RICP recognises that the challenges faced by companies collaborating with universities often include a lack of funding for quality technical research in the short term. To address this barrier to innovation the RICP offers some project funding assistance on a case by case basis and in many cases this funding is the difference between a project being able to proceed or not.

Studies show that companies that prioritise innovation build their internal culture implementing new ideas while developing new products or processes. Companies also develop skills internally in parallel with their innovation program as they find this focus requires new mindsets and knowledge with the added benefit that this often helps retain high value employees.

The RICP is effectively progressing the GMC's strategic plan across all three pillars. Projects have assisted the adoption of advanced manufacturing, identified new opportunities in product



diversification, stimulated innovation, increased productivity, and investment capital plus encouraged the pursuit of excellence across manufacturing.

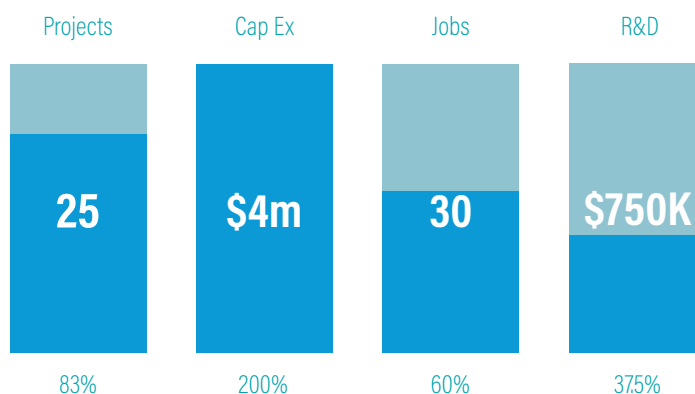
### KEY ACTIVITIES

As we were required to work within the constraints of the pandemic there was a danger that the restrictions would reduce the outcomes of the program. I applaud the determination of so many of my colleagues in industry and at the universities to work on regardless and make necessary changes that kept developments on track.

The RICP also continued to develop networks in regional Victoria to being well known in key high value manufacturing groups. More stakeholder organisations were presented with the benefits of the RICP through the regions of Geelong, Ballarat and Bendigo. Introductions to innovative businesses were gained largely by direct approach and through developing a strong network of local business groups, local government and state government representatives, as well as regional universities.

An additional focus of the RICP was on assisting some early stage manufacturers who are tenants at Deakin's Manufactures facility. This is an exciting development in addition to the established businesses in the RICP and they will provide some great case studies.

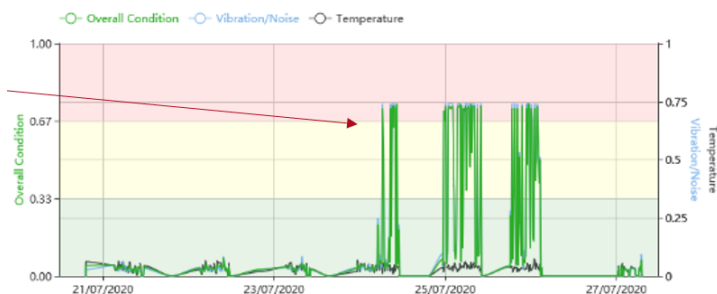
### KEY KPI PROGRESS



KPI's against December 2020 target as at September 30

## EVENTS

During the year, the RICP hosted a mixture of face to face and online events. Notable among these was the **Industry 4.0 Case Study from Ridley Corp**. This event followed on from the Innovate Expo last year where Ridley gained knowledge of digital technologies and made key contacts. The adoption of inexpensive digital sensing equipment and software provided Ridley's maintenance team with advanced warning of a machine bearing failure thereby avoiding up to \$100,000 in higher repair costs and plant down-time (see warning data below). The case study served as a great example to manufacturers that they need not make a high investment in new technology but explore the advantages safely with an easy return on investment.



*Sensor data indicating higher vibration caused by a major bearing about to fail (Ridley Corp Industry 4.0 Project)*

Huge credit and my gratitude must also go to the state-wide network of Regional Development Victoria, Cities of Geelong, Bendigo, Colac Otway and Ballarat and regional business networks for their help in connecting me to innovative companies.



*New companies engaging with RICP in 2020*



For more information on how to access RICP, please contact

Michael Williams, Industry Innovation Manager  
0439 882 366  
michael.williams@geelongmanufacturingcouncil.com.au

## 2019 PROJECTS

A number of Projects were completed through the year and the flow on knowledge will help the following businesses expand: MaxiTRANS, Australian Turntable Company (see the turntable in action <https://bit.ly/3koP7F7>), Strut IoT, and FormFlow (pictured below).

It has been a great year of results for the RICP with more than \$10 million pledged in Cap Ex, 120 jobs and more than \$2 million pledged in R&D. Most importantly, I would like to acknowledge with great appreciation the cooperation and collaborative spirit I have encountered with universities, particularly Deakin University, and CSIRO over the past year. All of our manufacturing companies can be confident that there is a wide variety of very keen, experienced and knowledgeable people that they can collaborate with in the future and with the assistance of the RICP they can expect great advantages for their businesses.

## CASE STUDY

FormFlow is an innovative Geelong company that has developed a world-first design and production process which bends corrugated iron without it cracking. The RICP supported a FormFlow project with Deakin University to progress the understanding of iron as it was processed through machinery. This included a variety of physical trials and modelling to enable improved manufacturing in the future.

FormFlow can use this knowledge to grow their business, confident in the investment they need to make in new metal forming process designs.

*Innovative methods developed by FormFlow are used to bend corrugated sheet sections at a range of angles not previously possible (below)*





# PROGRAMS

## ENGINEERING NETWORK GEELONG

Engineering Network Geelong (ENG) has been in operation since 2009 supporting engineering businesses based in the Geelong region. ENG has 48 members providing a wide range of engineering services from fabrications and machining right through to engineering design, consulting and project management. ENG provides opportunities for members to come together and learn about new projects and opportunities for work. ENG also provides important industry connections with manufacturers and industry both locally and Australia wide for members to pursue new work opportunities.

### KEY ACTIVITIES

ENG provided important briefings and networking opportunities throughout the year for members. Increasingly, ENG has partnered with ICN on Major Project Briefings to pool resources and increase introductions for members. Briefing highlights during the year were the **Chisholm Road Prison Project** with John Holland and the announcement that **Hanwha Defence Australia** had chosen Geelong as their manufacturing base for a Centre of Excellence to support the mobile protected fires (Howitzers) and the Land 400 Phase 3 project (Replacement M113 Armoured Personnel Carriers).

Just before the COVID-19 pandemic interrupted business as usual, we were lucky enough in March to host representatives from the Australian Defence Force, Hanwha and Rheinmetall in Geelong for a **Land 400 Roadshow**. Local industry, ENG and GMC members were able to pitch their business offerings to these two primes bidding for the Land 400 Phase 3 contract.

With this backdrop of lucrative long-term defence supply chain work looming the GMC and ENG commenced the **Welding for Defence Program** with DMTC and 5 Geelong companies participating.

#### Tenders and identification of work opportunities

continued to be highlighted in the ENG Snapshot Newsletter and forwarded to relevant businesses weekly. ENG has now delivered approximately \$270m in project opportunities over its life.



The GMC and ENG have been working closely with **Pelligra** since the initial announcement of their purchase of the Geelong Ford site, which they have branded **Fortek**, in May 2019.

Since then, Ross Pelligra (Chairman of Pelligra) and his team have provided updates to GMC members on their site plans and development progress. The GMC has been active in introducing prospective manufacturers and co-ordinating site visits with Pelligra and CBRE (commercial real estate).

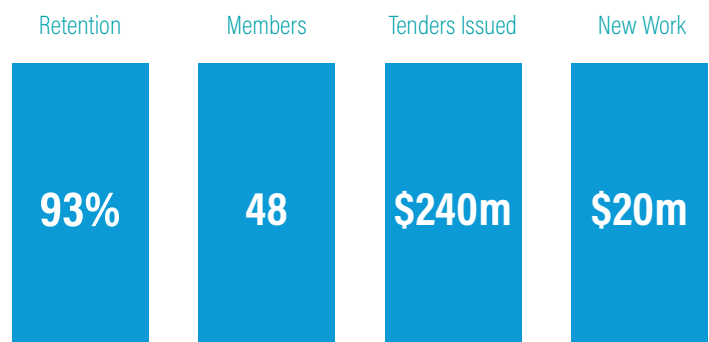
We continue to hold regular meetings with Pelligra to discuss site progress, new opportunities and most recently the clean energy hub prospects for the Fortek site. This includes a major investment in solar and energy storage for the supply of competitive green energy for manufacturers onsite.

### MEMBER SUCCESSES

Other examples of success:

- Vestas – Marand Introduction, Turbine Assembly, 30 Jobs - \$3m
- Zoos Victoria – Gate Interlocking Project, Tender introduction to ICT, \$150K
- Hemp Decortication Machine Development – Austeng, \$1m

### KEY KPI PROGRESS



## CASE STUDIES

### Connection to Major Civil Works

Over the past 10 years ENG has coordinated major project briefings for ENG and GMC members with support from ICN, Entrepreneurs' Programme, and the Victorian and Federal Governments. Over 90 individual projects or topics of interest have been presented in this time. Members have been given the opportunity to learn about projects of interest for their business and make direct contact with project proponents as well as coming together and networking with other ENG and GMC members and guests.

The latest series of major project briefings in collaboration with ICN has resulted in an ENG member securing a portion of the civil works for the Chisholm Road \$1B Prison Project. It is also expected in the coming months that more ENG and GMC members will win work on this major local project. This example illustrates the importance of connecting Geelong companies with major entities like John Holland through project briefings and networking.

### Welding For Defence Positions Local Organisations for Defence Work

The 'Welding for Defence' Program commenced in late 2019 with 5 Geelong companies. The program is essentially a benchmarking exercise to help better understand the capabilities of companies looking to provide services to the defence sector and provide a path forward for improvement. Through locally procured non-destructive testing services, mechanical testing and analysis of the documentation (work instructions, procedures, methodology and equipment used) the welding for defence program hopes to highlight areas needing improvement, comparison of techniques use to weld samples and manufacturing costs/efficiencies. Through this program the companies that participated will gain exposure to defence chains and it is also known that at least 2 of the companies involved have had further discussions with defence contractors to provide capability information and more.



# PROGRAMS

## ENGINEERING NETWORK GEELONG

### CLEANTECH INNOVATIONS GEELONG

Cleantech Innovations Geelong (CIG) is an alliance of business and industry working together to develop markets for Cleantech products and services, and to position Geelong as a leading centre for clean technologies. CIG is a \$600K 3yr program jointly funded by the Victorian Government, City of Greater Geelong and Geelong Manufacturing Council. This program commenced in Oct 2018 and is due for completion Oct 2021. The main activities commenced and underway in 2019/2020 include:

#### 4 x Scalable Cleantech Demonstration Projects

- Capricorn Power – Heat engine energy recovery system
- Deakin – In home trials of smart control devices and software to reduce energy consumption or make better use of renewable power
- Geelong Sustainability Group – Community owned solar farm feasibility and project
- Focus – Waste reuse/repurpose opportunities from household and commercial operations

#### Geelong Cleantech Precinct

Investigation with business, developers and enablers to form a vision and plan for a cleantech precinct to be established in Geelong

#### Procurement for Innovation Project

This project is well underway, engaging with the market to develop road infrastructure (roads, curbing and footpaths) utilising waste plastic materials. 13 entities Australia wide have expressed an interest to learn more and potentially work with CIG to develop new solutions in this space. This project also includes establishment of training modules in the use of procurement of innovation techniques for the wider business community.

Investigation into a self-funding model for CIG is underway, as the funding lifespan is fixed.



### CASE STUDIES

#### 100 Year Maintenance Free Bridge

To encourage sustainable innovation the City of Greater Geelong, with support from Cleantech Innovations Geelong, tendered for a 100-year maintenance-free pedestrian bridge. Austeng won this tender and completed testing of materials and development over the past year.

The bridge will look like a regular concrete pedestrian bridge but uses geopolymer innovation to address the multiple challenges of concrete cancer, embedded energy, lifecycle costs and the circular economy. The first two bridges to be replaced with the new design are existing timber structures over Cowies Creek in Deppler Park ("Seagull Paddock").



#### Real Time Temperature Monitoring of Organic Stockpiles

A trial is underway for an innovative locally developed product that produces real-time data on temperatures in organic stockpiles, allowing smart & automated decision-making to manage resources effectively & safely (supported by Cleantech Innovations Geelong). CIG facilitated connections to Deakin University and other specialist businesses to help progress the development of a commercially ready product. CIG also facilitated a crucial introduction to an industrial customer for the product. The customer estimates that when fully implemented the product will reduce compliance, insurance and labour costs in the order of \$50-\$100k/year.





# NEW IN 2020

## CEO CONNECT

CEO CONNECT is a facilitated forum for the sharing of insights, experiences and opinions in a non-competitive, highly confidential, atmosphere of trust, support and impartiality. The forum is committed to helping senior executives expand their horizons and achieve success in all aspects of their lives.

CEO CONNECT brings together leading senior executives to promote personal and business growth, maximize collective opportunities and grow networks and connections. The forum also helps to close the isolation gap that often accompanies senior executive roles.

## DIVERSIFICATION & INNOVATION PROGRAM

This program is designed to assist organisations to identify opportunities for product diversification & innovation that will enable the organisation to establish a growth path. An initial scan of opportunities and capabilities across the region will be performed to establish a baseline. Support and guidance in initial product/market review will be provided to organisations and where positive opportunities are identified connections will be facilitated with relevant programs and service providers.

# FINANCIALS

# GMIC LIMITED

ACN 089 510 529

For The Year Ended 30 June 2020

Accompanying notes that form part of these Financial Statements can be found in the full set of Financial Statements for the year ended 30 June 2020, available in the Members' section of our website or by request ([www.geelongmanufacturingcouncil.com.au](http://www.geelongmanufacturingcouncil.com.au))



# STATEMENT OF COMPREHENSIVE INCOME

## GMIC Limited & Controlled Entities

### Consolidated Statement of Comprehensive Income For the Year Ended 30 June 2020

	Note	CONSOLIDATED	
		2020 \$	2019 \$
Corporate Membership & Sponsorship		357,533	371,575
Project Sponsorship & Grants		1,654,625	1,804,684
Advanced Fibre Cluster income		294,867	-
ATO Cash Boost		50,000	-
Project management		-	50,536
Interest received		249	1,671
<b>Total income</b>		<b>2,357,274</b>	<b>2,228,466</b>
Advanced Fibre Cluster expense		(256,981)	-
Depreciation and amortisation expense	4a)	(2,419)	(3,699)
Administration expense		(196,212)	(209,954)
Marketing expense		(26,883)	(35,766)
Office, IT, and occupancy expense		(300,537)	(385,669)
Project expense		(1,569,730)	(1,539,608)
<b>Total expenditure</b>		<b>(2,352,762)</b>	<b>(2,174,696)</b>
<b>Surplus from continuing operations</b>		<b>4,512</b>	<b>53,770</b>
<b>Other Comprehensive Income</b>		<b>-</b>	<b>-</b>
<b>Net Surplus for the year</b>		<b>4,512</b>	<b>53,770</b>



# STATEMENT OF FINANCIAL POSITION

## GMIC Limited & Controlled Entities

### Consolidated Statement of Financial Position As At 30 June 2020

		CONSOLIDATED	
		2020	2019
	Note	\$	\$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	2	698,741	304,777
Trade and other receivables	3	775,344	530,796
<b>TOTAL CURRENT ASSETS</b>		<b>1,474,085</b>	<b>835,573</b>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	4	4,903	7,322
<b>TOTAL NON-CURRENT ASSETS</b>		<b>4,903</b>	<b>7,322</b>
<b>TOTAL ASSETS</b>		<b>1,478,988</b>	<b>842,895</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	5	215,937	122,272
Provisions	6	22,001	79,133
Income in Advance	7	727,127	132,079
<b>TOTAL CURRENT LIABILITIES</b>		<b>965,065</b>	<b>333,484</b>
<b>TOTAL LIABILITIES</b>		<b>965,065</b>	<b>333,484</b>
<b>NET ASSETS</b>		<b>513,923</b>	<b>509,411</b>
<b>ACCUMULATED FUNDS</b>			
Retained earnings		513,923	509,411
<b>TOTAL ACCUMULATED FUNDS</b>		<b>513,923</b>	<b>509,411</b>

The accompanying notes form part of these financial statements.





# Geelong Manufacturing Council

*Advancing Regional Industry*

**GEELONG MANUFACTURING COUNCIL**

PO Box 638, Geelong, 3220

Phone: 5222 8000

E-mail: [admin@geelongmanufacturingcouncil.com.au](mailto:admin@geelongmanufacturingcouncil.com.au)

Web : [www.geelongmanufacturingcouncil.com.au](http://www.geelongmanufacturingcouncil.com.au)