CITY OF GREATER GEELONG

MINUTES

ORDINARY MEETING OF COUNCIL

Wednesday, 18 October 2017

Held at the
Council Conference and Reception Centre
City Hall, Little Malop Street, Geelong
commencing at 6.30p.m.

ADMINISTRATORS:

Dr Kathy Alexander (Chair)
Laurinda Gardner
Peter Dorling

SECTION A - PROCEDURAL MATTERS

Acknowledgements 1

Confirmation of Minutes 1

Declarations of Conflicts of Interest 1

Question Time 1

Petitions 1

SECTION B – REPORTS

1. Annual Report 2016-2017 1-2

SECTION C – ASSEMBLY OF COUNCIL

SECTION D – PLANNING DELEGATIONS

MINUTES OF THE ORDINARY MEETING OF THE GREATER GEELONG CITY COUNCIL HELD AT THE COUNCIL CONFERENCE AND RECEPTION CENTRE CITY HALL, LITTLE MALOP STREET, GEELONG WEDNESDAY, 18 OCTOBER 2017 COMMENCING AT 6.30P.M.

PRESENT: Dr K Alexander (Chair), L Gardner, P Dorling

Also present: K Spiller (Chief Executive Officer), G Lawler (Acting Director Manager Planning and Development), B Luxford (Director Investment & Attraction), P Godfrey (Acting Director City Services), L Quinn (Director Community Life), P Anderson (Acting Director Finance & Strategy), A Keen (Executive Manager People and Organisation Development), R Leonard (Executive Manager Legal Services & Governance)

OPENING: The Chair declared the meeting open at 6.30pm

ACKNOWLEDGEMENTS:

Council acknowledged Wadawurrung Traditional Owners of this land and all Aboriginal and Torres Strait Islander People who are part of the Greater Geelong community today.

APOLOGIES: Nil

CONFIRMATION OF MINUTES:

P Dorling moved, L Gardner seconded -

That the Minutes of the Ordinary Meeting held on 20 September 2017 be confirmed.

Carried.

DECLARATIONS OF CONFLICTS OF INTEREST: Nil.

QUESTION TIME: Nil

PETITIONS: Nil.

1. ANNUAL REPORT 2016-2017

Source: **Finance and Strategy**
Director: **Peter Anderson**
Index Reference: **Corporate Management – Annual Reports**

Purpose

The recommended decision is not a major policy decision or inappropriate decision, as defined in section 93A and 93B of the Local Government Act, 1989.

Under Section 133 of the Local Government Act the City of Greater Geelong Annual Report 2016-17 is required to be submitted to the Minister for Local Government by 30 September 2017.

Once the report has been submitted to the Minister, Council must give public notice that it has been prepared and can be inspected at all Customer Service Centres and on Council's website. The report must then be considered at a Council Meeting.

The purpose of this report is for Council to receive the Annual Report 2016-17.

Background

The Annual Report has been prepared to comply with Section 131 of the Act that requires it to contain the following:

a) a report of operations of the Council;

b) an audited performance statement;

c) audited Financial Statements;

d) a copy of the auditor's report on the performance statement, prepared under section 132;

e) a copy of the auditor's report on the financial statements under Part 3 of the Audit Act 1994; and

f) any other matter required by the regulations.

Council approved "in principle" the Financial Statement of Accounts, Standard Statements and Performance Statement and authorised the signing of the Accounts subject to Auditor General requirements on 5 September 2017.

The Auditor-General has signed the accounts and issued their report stating the accounts fairly present the financial position of the Council and comply with accounting requirements and the Act.

Key Issues

The Annual Report provides a comprehensive review of highlights, achievements, setbacks, challenges and City Plan performance indicator results for the 2016-17 financial year.

L Gardner moved, P Dorling seconded -

That Council receives the 2016-17 Annual Report (Appendix 1).

Carried.

Alignment to City Plan

The 2016-17 Annual Report provides a comprehensive report on the final year of City Plan 2013-2017.

THE CITY OF
GREATER GEELONG

ANNUAL REPORT

2016–17

CITY OF GREATER GEELONG

CONTENTS

Introduction
About this report 2
Our purpose, values and strategic direction 3
Our City and its people 4

The Year in Review
Performance highlights 6
Administrator's message 8
CEO's message 9
Overview of financial performance 10
Service delivery 15

Our Council
Council information 16
Administrators 18

Our People
Organisational structure 19
Major Organisation Changes 20
Organisation Chart 21
Staff profile 22
Equal employment opportunity 23
Occupational Health and Safety 24

Our Performance
Council planning framework 25
Performance against City Plan 26
Community Wellbeing 27
Growing Our Economy 35
Sustainable Built and Natural Environment 47
How We Do Business 56
Local Government performance reporting indicators – service performance 65

Governance
Council information 75
Audit and Risk Committee 79
Governance and management checklist 81
Statutory information 87
Domestic Animal Management Plan update 90
Disability Action Plan update 93
Development Contributions Plan progress report 95

Performance Statement 104

Annual Financial Report 118

INTRODUCTION

ABOUT THIS REPORT

The *City of Greater Geelong Annual Report 2016–17* provides a comprehensive account of Council's performance from 1 July 2016–30 June 2017.

City Plan 2013-2017 has been the key document that guided the City's activities over the past four years. It translated our community's needs and expectations into action. *City Plan 2013-2017* is the guiding document for this Annual Report.

The Annual Report provides an update on the highlights and achievements as well as the challenges and future directions under each strategic direction:

- Community Wellbeing
- Growing Our Economy
- A Sustainable Built and Natural Environment
- How We Do Business.

The City is committed to transparent reporting and accountability to the community, and the Annual Report is the primary means of advising our community of Council's performance in the past 12 months.

The *Local Government Act 1989* requires that the Council submit its annual report to the Minister for Local Government within three months of the end of the financial year.

Council acknowledges Wadawurrung Traditional Owners of this land and all Aboriginal and Torres Strait Islander people who are part of the Greater Geelong community today.

OUR PURPOSE, VALUES AND STRATEGIC DIRECTION

OUR COMMUNITY 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.

OUR PURPOSE

Working together for a thriving community.

OUR VALUES

To deliver our purpose we will:

- 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.

STRATEGIC DIRECTION

City Plan 2013–2017 was developed using a planning framework of four strategic directions, to enable Council to address the major concerns and issues raised in the *Your City Your Say* engagement held in late 2012.

Community Wellbeing

Healthy Together Geelong: to enhance health, wellbeing and quality of life of Greater Geelong communities.

Growing Our Economy

Securing Geelong's economic future.

Sustainable Built and Natural Environment

Partnering with our community to protect and enhance our natural ecosystems and to encourage sustainable design and reduced resource consumption.

How We Do Business

We will focus on developing and maintaining effective working relationships to deliver Council's strategic directions and cost effective services that meet the changing needs of the community.

OUR CITY AND ITS PEOPLE

With a population of over 238,000 people, the City of Greater Geelong is Victoria's largest provincial municipality.

Located 75 kilometres south west of Melbourne, the municipality covers an area of 1247 km^2, comprising suburban, coastal, and country areas. Greater Geelong is bounded by the Moorabool Shire in the north, Wyndham City Council and the Borough of Queenscliffe in the east, Surf Coast Shire and Golden Plains Shire in the west, and Bass Strait to the south.

The region is characterised by the iconic waterfront overlooking Corio Bay, the picturesque Bellarine Peninsula, the Barwon River, You Yangs Regional Park, wetlands, beautiful parklands and wildlife sanctuaries. Geelong is also the gateway to the world renowned coastline of south-west Victoria via the Great Ocean Road.

The Wadawurrung people lived in the Geelong region for more than 25,000 years prior to white settlers arriving, occupying a territory of 120 by 150 kilometres.

Population profile

The City of Greater Geelong's population has grown from 215,837 in 2011 to 238,603 as at 30 June 2016, an increase of 10.6 per cent. With more than 50 suburbs and townships, the municipality is experiencing a period of rapid growth with the population expected to exceed 320,000 by 2036. Greater Geelong continued to experience record growth to 30 June 2016, welcoming 6,192 additional residents at a growth rate of 2.66 per cent. This is almost triple the number of new residents arriving in one year compared to 10 years ago.

Almost 80 per cent of the community are Australian born, with the United Kingdom, India, New Zealand, Italy and China the main birthplaces outside of Australia. Other than English, the most common languages spoken at home include Italian, Croatian, Mandarin, Persian/Dari and Macedonian. Mandarin and Persian/Dari are the non-English spoken languages that have seen the largest growth in the last five years within the community.

FAST FACTS

- 1,247 km^2 area
- 238,603* population
- 48.5%* male
- 51.5%* female
- 2.41* average household size
- 40* median age
- 16.2%* population born overseas
- 2.66%* population growth rate (2015-16)
- 26°C** average summer temperature
- 15°C** average winter temperature
- 119,766*** rateable properties

* Source: Australian Bureau of Statistics / id (Informed Decisions) City of Greater Geelong Profile 2016 ** Source: Australian Bureau of Meteorology
*** Source: City of Greater Geelong Annual Financial Report

EMPLOYMENT

Geelong has a diverse economy with 17,000 businesses and a labour force of over 110,000 people.

Geelong's economy has been diversifying over many years and now has a much broader industry base. Traditional manufacturing industries have been in a slow decline, with health care and social assistance now the highest employed industry in the municipality.

INDUSTRY SECTOR	PERCENTAGE OF MUNICIPAL WORKFORCE
Health care and social assistance	13.6
Retail trade	12.7
Manufacturing	11.3
Construction	9.8
Education and training	9.1
Accommodation and food services	6.7
Public administration and safety	6.1
Professional, scientific and technical services	5.0
Other	25.7

Source: Australian Bureau of Statistics / id (Informed Decisions) City of Greater Geelong Profile 2011. The 2016 Census data for employment was not available at the time of publication.

THE YEAR IN REVIEW

PERFORMANCE HIGHLIGHTS

Following is a high level summary of our progress against each of the four City Plan strategic directions.

More detailed information about our performance is provided on pages 26 to 74.

STRATEGIC DIRECTION	ACHIEVEMENTS
Community Wellbeing	– The new *Community Investment and Support Fund*, which incorporates a more streamlined and accessible grants funding model, was established. – Construction commenced on the new library at the Leopold Community Hub. – *Park Your Pet* app, which identifies on-leash and off-leash areas and provides payment channels, advice, information on pet selection, lost dogs page, was launched.
Growing Our Economy	– The launch of our 3D illuminated catenary star, which lit up the intersection of Moorabool and Malop Streets as a new addition to our Christmas program. The lighting system contains 56 colours and a wide variety of patterns. – A total of 22 major events supported by Geelong Major Events generated $78 million in economic expenditure and supported an estimated 625 full time jobs. – Works commenced on the Johnstone Park Raingarden and McLarty Place redevelopment, *Laneways Project* and Malop Street *Green Spine* as part of the *Revitalising Central Geelong Project*.
Sustainable Built and Natural Environment	– A record value ($13 million) and quantity (130) of road asset renewal projects were completed including reconstruction of McLarty Place, Maud Street, Belfast Street, Crofton Street, Formosa Street, Potter Street and and Normanby Street. – A number of new residential areas in St Leonards, Leopold, Wandana Heights, Portarlington and Highton were rezoned. – The City's *Zero Carbon Emissions Strategy* was adopted, which aims to reduce our energy costs, increase investment in renewable energy and, in partnership with the Geelong community, achieve a reduction in the region's greenhouse emissions.
How We Do Business	– Our long-term community vision was developed. More than 16,000 people were consulted to create our long-term vision. The community-led vision document *Greater Geelong: A Clever and Creative Future* will guide our region's development over the next 30 years. – An independent review of the City's ICT system was undertaken. A strategy has been developed to address the under investment in our IT services as identified in the review. – The organisation was restructured to provide a focus on governance and financial strategy.

FAST FACTS

28,000 VISITORS

The Wildlife Photographer of the Year 52 (2017) Exhibition from the Natural History Museum, London attracted over 28,000 visitors and was the only Victoria venue to present the exhibition

4,000 YOUNG PEOPLE

The Skate Program, through tuition, competition and other engagement programs, connected with 4,000 young people

$240,000

was distributed among 108 not for profit organisations to undertake community projects within the City of Greater Geelong through the Community Grants Program

200-250 YOUNG PEOPLE

The fOrT Youth Centre averages between 200-250 young people per week, through drop in programs and daily facilitated programs

10,000 PARTICIPANTS

Over 100 events and more than 10,000 community participated in the Geelong Seniors Festival 2016

2,924 NEW BIRTHS

Maternal and Child Health recorded 2,924 new birth notifications

13 CITIZENSHIP CEREMONIES

Council has hosted 13 citizenship ceremonies, including a special ceremony conducted at Waterfront Geelong as part of celebrations to mark Australia Day, and has presented 806 residents of Geelong with Certificates of Australian Citizenship

186 SCHOOL CROSSINGS

are monitored by crossing officers

47 STUDENTS

The City of Greater Geelong partnered with five universities to support over 47 students with student intern placements, in the area of dietetics, health promotion, health science and research

29,515 ENROLMENTS

The number of Learn to Swim enrolments totalled 29,515 enrolments across the four leisure centres, the highest ever recorded

23,346 CONTACT US

The total number of "contact us" emails was 23,346, up from 18,431 in the previous year

5.1 MILLION

Total travel to Geelong and the Bellarine reached 5.1 million, up 18 per cent on the previous year, and visitor expenditure totalled $869 million, up 6.2 per cent on the previous year

16,000

The Our Future project directly engaged with over 16,000 community members to develop a long-term vision for Greater Geelong

ADMINISTRATOR'S MESSAGE

In addition to providing its full range of services to the community throughout 2016-17, the City has been working hard to implement the Commission of Inquiry's recommendations to assist the incoming council following the election in October this year.

There is now a range of new policies, strategies and arrangements in place, including:

- a long-term vision and strategy for Greater Geelong;
- new customer focus and community engagement strategies, supported by staff training programs;
- social equity principles, which will underpin all council activities;
- a review of our social infrastructure plan;
- a restructured organisation with a strong focus on financial and ICT management, governance, continuous improvement, positive culture; and
- a business case for a single new civic centre to reduce the high cost of staff spread over nine buildings, and to improve our services through better integration.

While we've managed to lay a solid foundation for almost all the Commission of Inquiry's recommendations, it could take more than four years to fully embed this work in the organisation, and it will therefore require the full support and engagement of the new Council.

The platform we've developed for a culture of effective governance, sound financial management, risk management, continuous improvement and decision-making, informed by the broadest possible community engagement, needs to be fortified.

This will require strong leadership from Council and the organisation's executive.

An effective partnership between the Council and the administration is fundamental to success, and I'm sure this will be achieved in the future.

Our most exciting achievement this year is the finalisation and launch of the vision and strategy for Geelong as a clever and creative city-region.

From September 2016 to May 2017 more than 16,000 people who participated in the *Our Future* process, have told us what they value about our region, how they rate it against recognised elements of a successful community, and how we can address challenges now and in the future.

The result is a community-led blueprint. 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.

Importantly, this vision will provide the framework for future Councils to give direction to their strategy development and four-year action planning for the future.

16 partner organisations assisted to reach the more than 16,000 people involved in developing this vision. They supported us from the beginning of the process to the end. On behalf of the City I thank them for their huge commitment.

This kind of consolidation and alignment of resources will be fundamental to the City's future success in achieving the vision.

On behalf of my fellow administrators I thank the people of Geelong for their passion for their city. It's been a great pleasure becoming a part of this community, understanding its issues over the past 17 months and working for its success.

I also thank the City's staff for their engagement and effective support of the transformation processes we have started, and wish them well in their efforts to consolidate the changes over time.

Dr Kathy Alexander – Administrator Chair

CEO'S MESSAGE

The extensive program of work to transform the organisation has continued in 2016-17.

Focussing on modernising the organisation and embedding organisational change, the Transformation program encompasses 28 projects addressing the themes of governance, leadership, management and relationships.

The centrepiece is the development of our long-term community vision. More than 16,000 people participated to develop *Greater Geelong: A Clever and Creative Future* to guide our region over the next 30 years.

Another key focus has been preparing for the return of council. The *Return of Council Plan* will provide effective support for councillors following the 28 October election. This includes development of a governance and financial framework for optimal operation of future councils.

There has been a thorough review and realignment of the organisation and its management to increase our strategic, financial and governance capability. Over the past 12 months, for a range of reasons, there has been an approximate 30 per cent change in senior leadership at the second and third levels.

In January 2017 we created the Governance and Legal Services Department to strengthen the integrity of the organisation, improve support to the Mayor and Councillors, and ensure a best-practice approach to internal audit.

During the year external reviews of the ICT and financial system were undertaken to better understand future financial challenges and address significant under-investment in ICT – key to better community responsiveness and productivity.

The financial year ended with a favourable operating surplus, high closing cash balances and significant asset growth – a very satisfactory situation.

The overall spend for the year was $405m including operating expenditure of $328.1m and capital expenditure of $76.9m. The comprehensive income result was a surplus of $66m (including $19.8m revaluation increment, $10m early receipt of Commonwealth Grants Commission funding, $47.3m recognition of infrastructure (non-monetary contributions) less other infrastructure transfers).

Our balance sheet shows a strong asset position with over $2.2b worth of assets providing a very wide range of services to the community.

Debt levels reduced during the year from $54.8m to $45.5m, equating to a debt commitment of 5.7 per cent (the percentage of rates required to pay back principal and interest). This once again is down from the previous year and represents a commitment to effectively manage working capital. The cash position at year end was $103m, an increase of $15.8m from the previous year. The early receipt of Grants Commission funding contributed to this result.

I was delighted to be involved with 1,400 staff, in the development of a new purpose statement and values. This is the foundation for change to unify the organisation with one goal. Launched in July 2016, we continue to embed the new values to ensure our daily work – and all interactions with our community are based on *respect and encourage each other; create a healthy and safe environment for all; embrace new ideas and better ways to work; and make people the centre of our business.*

In this time of organisational change and disruption it is essential that employees are well informed. 90 per cent of our 2,750 employees are also residents of the City and are important communication channels into the community. Through quarterly onsite meetings with employees I seek feedback to improve the organisation, and communicate key messages and information about council.

It's imperative during transformational change that employees work collaboratively to provide a positive experience for all our customers, residents and ratepayers.

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Kelvin Spiller – Chief Executive Officer

OVERVIEW OF FINANCIAL PERFORMANCE

The following information presents an overview of financial results for 2016-17 in an easy to understand format. For more detail please refer to the Annual Financial Report starting on page 118.

Financial Highlights

- Surplus of $46.2 million, a decrease of $11.4 million on the previous year's result.
- $374.3 million revenue with 55 per cent coming from rates and charges.
- $328.1 million expenditure with employee costs making up 44 per cent and materials and services making up 31 per cent.
- $2.1 billion in net assets, a $65.9 million increase on the previous year.
- $76.9 million capital expenditure with 42 per cent relating to roads, footpaths, cycle paths and drainage, 12 per cent to land and buildings and 16 per cent to recreational, leisure and community facilities.

Comprehensive Income Statement

The Comprehensive Income Statement shows how much the City of Greater Geelong has earned during the 2016-17 financial year. It details where the City receives its income and how it is spent.

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Net Result

	2012-13 $m	2013-14 $m	2014-15 $m	2015-16 $m	2016-17 $m
Surplus/(Deficit)	59.2	40.8	76.3	57.6	46.2
Total Comprehensive Results	152.3	57.8	73.7	64.6	66.0

** Includes items that will not be classified to surplus or deficit in future periods (i.e. Net asset revaluation).*

The City's surplus (income less expenditure) of $46.2 million is $11.4 million less than the previous year's result of $57.6 million. This result can be mainly attributed to an increase in Victorian Grants Commission funding of $19.8 million ($10.0 million was prepaid in 2016-17 for the 2017-18 financial year). Rates income increased by $9.8 million, user fees increased by $2.6 million and gifted assets increased by $7.0 million, these were offset by a decrease in capital grants of $7.0 million and write off of assets to Kardinia Park Trust of $29.1 million.

Employee costs increased by $7.0 million, materials and services increased by $4.3 million and depreciation increased by $2.7 million.

The total comprehensive result takes into account items that will not be classified to surplus or deficit in future periods. In this case it is the net asset revaluation which in 2016-17 was an increment $19.8 million.

Sustaining a net surplus is a critical financial strategy of the City in that it provides capacity to maintain the community assets under the City's control. The City's Strategic Plan forecasts surpluses over the next four years, including a $40.7 million surplus in 2017-18.

Balance Sheet

The Balance Sheet shows what we own (assets), what we owe (liabilities) and our net worth (equity).

Assets

The major components of our assets include:

- Investments of $103.0 million.
- Property Plant and Equipment worth $2.1 billion (an increase of $40.3 million on the previous year).

These components make up 98.8 per cent of our total assets.

Total Assets

2012-13 $m	2013-14 $m	2014-15 $m	2015-16 $m	2016-17 $m
1,955.7	2,024.4	2,123.4	2,180.5	2,236.0

Investments

2012-13 $m	2013-14 $m	2014-15 $m	2015-16 $m	2016-17 $m
71.4	75.3	91.9	87.2	103.0

Investments of $103.0 million covers the City's long service leave obligation and provides funds to complete carry over capital works.

Capital Program

The City aims to ensure that it is able to maintain its infrastructure assets at the expected levels, while at the same time continuing to deliver the services needed by the community. In order to maintain infrastructure, the City has an extensive capital works program to renew, upgrade and provide new assets.

In 2016-17, capital works expenditure totalled $76.9 million. This included a total of $28.5 million on renewal works (37.0 per cent), $9.7 million on upgrade works (12.6 per cent) and $38.7 million on new assets (50.3 per cent).

2012-13 $m	2013-14 $m	2014-15 $m	2015-16 $m	2016-17 $m
60.0	72.9	106.7	84.2	76.9

The main categories of expenditure included:

- $19.3 million on roads
- $8.9 million on land and buildings
- $12.0 million on recreational, leisure and community facilities
- $7.9 million on plant and equipment
- $8.0 million on waste management
- $8.1 million on other assets
- $4.2 million on footpaths and bike paths
- $8.6 million on drainage.

Liabilities

The City's liabilities include future commitments to suppliers, to employees for leave entitlements, loans and for landfill provision.

Total liabilities were $117.7 million, a decrease of 8.2 per cent on the 2015-16 balance. This was mainly due to a decrease in loan borrowings and landfill provision.

Total Liabilities

2012-13 $m	2013-14 $m	2014-15 $m	2015-16 $m	2016-17 $m
99.5	110.3	135.7	128.2	117.7

Loans

2012-13 $m	2013-14 $m	2014-15 $m	2015-16 $m	2016-17 $m
32.5	36.6	64.5	54.8	45.5

Our loan balance equates to 38.7 per cent of our total liabilities and the reduction reflects no new loans taken out in 2016-17. A total of $36.0 million in loan borrowings have been deferred in the past three financial years ($4.2 million from 2014-15, $9.1 million from 2015-16 and $22.7 million from 2016-17). Repayments of $9.3 million were made in 2016-17.

Debt Commitment

2012-13 %	2013-14 %	2014-15 %	2015-16 %	2016-17 %
4.23	5.78	6.88	6.49	5.70

The debt commitment ratio shows the percentage of rates required to pay back principal and interest on the City's loans. The City's ratio shows that a low percentage of rates are used in loan servicing and that the City continues to have the capacity to meet its debt repayments. The decrease in the ratio in 2016-17 was due to loan repayments of $9.3 million made during the year.

Ratepayer Equity

Ratepayer equity is represented by the City's net worth, that is, what we own (total assets of $2,235 million) minus what we owe (total liabilities of $117.7 million). Ratepayer equity as at 30 June 2017 was $2,118 million, a 2.2 per cent increase on the previous year. This is mainly attributed to the continued growth in our fixed asset base (property, plant and equipment), and a reduction in loans and borrowings.

2012-13 $m	2013-14 $m	2014-15 $m	2015-16 $m	2016-17 $m
1,856.2	1,914.0	1,987.7	2,052.3	2,118.3

SERVICE DELIVERY

WHAT DO MY RATES PAY FOR?

To deliver our 126 diverse community and business services, we collect rates and charges from all property owners in our region.

Here's a breakdown, showing how every $100 will be spent in the 2017–18 budget

To learn more, go to our website and search for '126 services'.

OUR COUNCIL

COUNCIL INFORMATION

In December 2015 the Minister for Local Government, The Hon Natalie Hutchins MP, appointed Mr Terry Moran AC (Chair), Ms Jude Munro AO and Ms Fran O'Brien QC as commissioners to inquire into certain matters at the City of Greater Geelong Council. This appointment was in response to the findings of the *Workplace Culture Review* conducted by Susan Halliday.

In April 2016 the City of Greater Geelong Council was dismissed following the Commission of Inquiry's three month investigation into Council's governance, administration and culture. Yehudi Blacher was sworn in as interim administrator on Saturday 16 April 2016.

Dr Kathy Alexander (chair), Laurinda Gardner and Peter Dorling were appointed in May 2016 as administrators, to run the City of Greater Geelong in place of the Council and address the recommendations from the *Commission of Inquiry report*.

A Citizen's Jury was established by the State Government in July 2016. The jury was tasked to consider how the mayor and deputy mayor were to be elected, the number of Councillors required and the representative structure, that is, whether the municipality was to be subdivided or not and composition of the wards. The Citizen's Jury delivered their recommendations to the State Government in November 2016, and in June 2017 the *City of Greater Geelong Amendment Bill* was passed by parliament to proceed with the structure proposed by the Citizen's Jury, effective from the election in October 2017.

The approved structure comprises of 11 councillors including the mayor and deputy mayor. The mayor and deputy mayor will be elected by the councillors for a two-year term. Councillors are to be elected from four wards, three wards consisting of three councillors and one ward consisting of two councillors.

The Minister for Local Government gazetted the new electoral boundaries effective from 29 June 2017. The boundaries are in line with the independent review conducted by the Victorian Electoral Commission in 2016:

- Windemere Ward: represented by two councillors, takes in the northern and part of the western area of the municipality, including Norlane, Corio and Lara
- Brownbill Ward: represented by three councillors, including Central Geelong up to Bell Park and south to the Barwon River
- Bellarine Ward: represented by three councillors, extends from Moolap across the Bellarine Peninsula
- Kardinia Ward: represented by three councillors, covers the south-west region including Highton, Grovedale and Armstrong Creek.

The City will conduct elections on 28 October 2017.

COMMISSION OF INQUIRY RECOMMENDATIONS

The City has been fully committed to learn from and implement the recommendations and actions arising from the Commission of Inquiry report. The 12 recommendations have been addressed through a major transformational change program, with 28 projects identified and underway to address the themes of governance, leadership, management and relationships.

The Commission's 12 recommendations were:

1. Greater Geelong City Council be dismissed and Administrators appointed to perform the powers, functions and duties of the Council until a new Council is elected.
2. A major transformational program be established by the Administrators, with the support of the incumbent CEO, to implement:
    a. a thoroughgoing review of the organisation and its management; and
    b. a comprehensive review of all Council policies, systems, processes and operations to ensure they meet contemporary governance standards.
3. Urgent priority to be given to the development of a 20 to 30-year outcome-focused vision and strategy for the Council and the City developed in consultation with key business, community and other stakeholders.
4. The long-term vision and strategy guide Council's approach to investment in and advocacy for the economic development, population growth, environmental sustainability and community services of Greater Geelong. Subsequent development of long-term capital investment, business and advocacy plans to guide the Council's work for the City will be essential.
5. The four-year City Plan be reviewed and recast consistent with the long-term vision and strategy for Geelong and to provide the context for feasibility

studies to underpin decisions affecting all Council expenditures on major assets.

6. The individual Councillor ward electoral system be replaced with multi-councillor wards to share representative responsibilities.
7. Support for Councillors be strengthened through secondment of experienced administrators as councillor liaison officers to coordinate Administration support to individual Councillors in the discharge of their responsibilities as elected officials. The liaison officers would exercise no executive discretion and have no authority to direct other Council staff.
8. The positions of mayor and deputy mayor both be directly elected to strengthen support to the Mayor and enable greater sharing of the workloads of office.
9. Appropriate, experienced resources be provided, at a level commensurate with those available in comparable Councils, to support the mayor and deputy mayor in the performance of their roles and duties.
10. The accountability provisions of the *Local Government Act* be strengthened through the insertion of provisions to:
    a. Make it a responsibility of the chief executive officer to liaise with the mayor on the organisation's affairs and performance; and
    b. Establish a reciprocal obligation by councillors to work constructively with the mayor to establish good governance of the Council; and
    c. Enable the removal of individual councillors, including the mayor, for reasons and in a manner similar to the existing provisions in the Act for the removal of all councillors.
11. An independent panel, chaired by an appropriately qualified external person, together with the Chief Executive Officer (as champion of cultural change) and a general manager, be appointed for a period of two years to deal with staff complaints of bullying and harassment, including both current and outstanding complaints.
12. Action be initiated to consolidate Council departments in one central location to unify the organisation, deliver increased efficiency and productivity and release surplus assets for more economic uses.

ADMINISTRATORS

The City's three administrators - Dr Kathy Alexander, Laurinda Gardner and Peter Dorling - were sworn in on 25 May 2016.

Dr Kathy Alexander

Dr Kathy Alexander accepted her position as the State Government-appointed Chair of the Panel of Administrators for the City in May 2016.

A well-known former Chief Executive Officer of the City of Melbourne, Dr Alexander is experienced in leading change both in large and complex organisations, and within smaller community organisations and businesses.

Dr Alexander has built a national reputation, both in local government and public health sectors, for embedding stakeholder engagement and community participation in complex and politically sensitive environments.

As the Chief Executive Officer of Women's and Children's Health, which governed The Royal Children's Hospital and The Royal Women's Hospital in Melbourne, Dr Alexander initiated improvements in finances and productivity. She led a recovery program that saw a $15 million productivity gain over four years and a community engagement process which underpinned the government's decision to build a new women's hospital.

Dr Alexander has worked as a consultant providing services in governance, strategic planning, change management and service improvement in both public and private sectors.

Her work has been recognised with several national best practice awards and leadership positions on a number of boards.

Laurinda Gardner

Laurinda Gardner accepted her position as a State Government-appointed Administrator for the City in May 2016.

Ms Gardner has worked as a board director with more than 15 years of experience in not-for-profit, state and local government sectors, and as the chair of two boards.

As a consultant and adviser, Ms Gardner has influenced organisational culture and initiated change.

A former Victorian state and local government senior executive, she has more than 20 years of experience leading large policy and operational teams in town planning, strategic planning, human resources, finance, legal and audit risk.

Peter Dorling

Peter Dorling accepted his position as a State Government-appointed Administrator for the City in May 2016.

Mr Dorling has played a major role in serving the Geelong community throughout his career.

As the Executive Director for Committee for Geelong, Mr Dorling spent 11 years drawing on his extensive business experience to provide a strong vision for the city, helping fast track the realisation of a new plan for a vibrant city centre.

He currently holds the role of Business Manager at Avalon Airport, exploring local and international development for the site.

He is the Chairman of the Geelong Northern Futures Advisory Program, a board member of the Victorian Regional Channels Authority, a trust member for the Geelong Performing Arts Centre and Deputy Chairman Regional Development Australia Barwon South West Committee.

Prior to taking on an administrator role for the City, Mr Dorling held the Chair position for the Geelong Authority, advising the State Government Minister for Planning on strategies to attract investment to the city.

OUR PEOPLE

ORGANISATIONAL STRUCTURE

Council is the governing body that appoints a Chief Executive Officer (CEO). The CEO has responsibility for the day to day management of operations in accordance with the strategic directions of the City Plan. The CEO, five Directors and two Executive/Senior Managers form the Executive Leadership Team and lead the organisation. Details of the CEO and Senior Managers reporting directly to the CEO are set out below.

MAJOR ORGANISATIONAL CHANGES

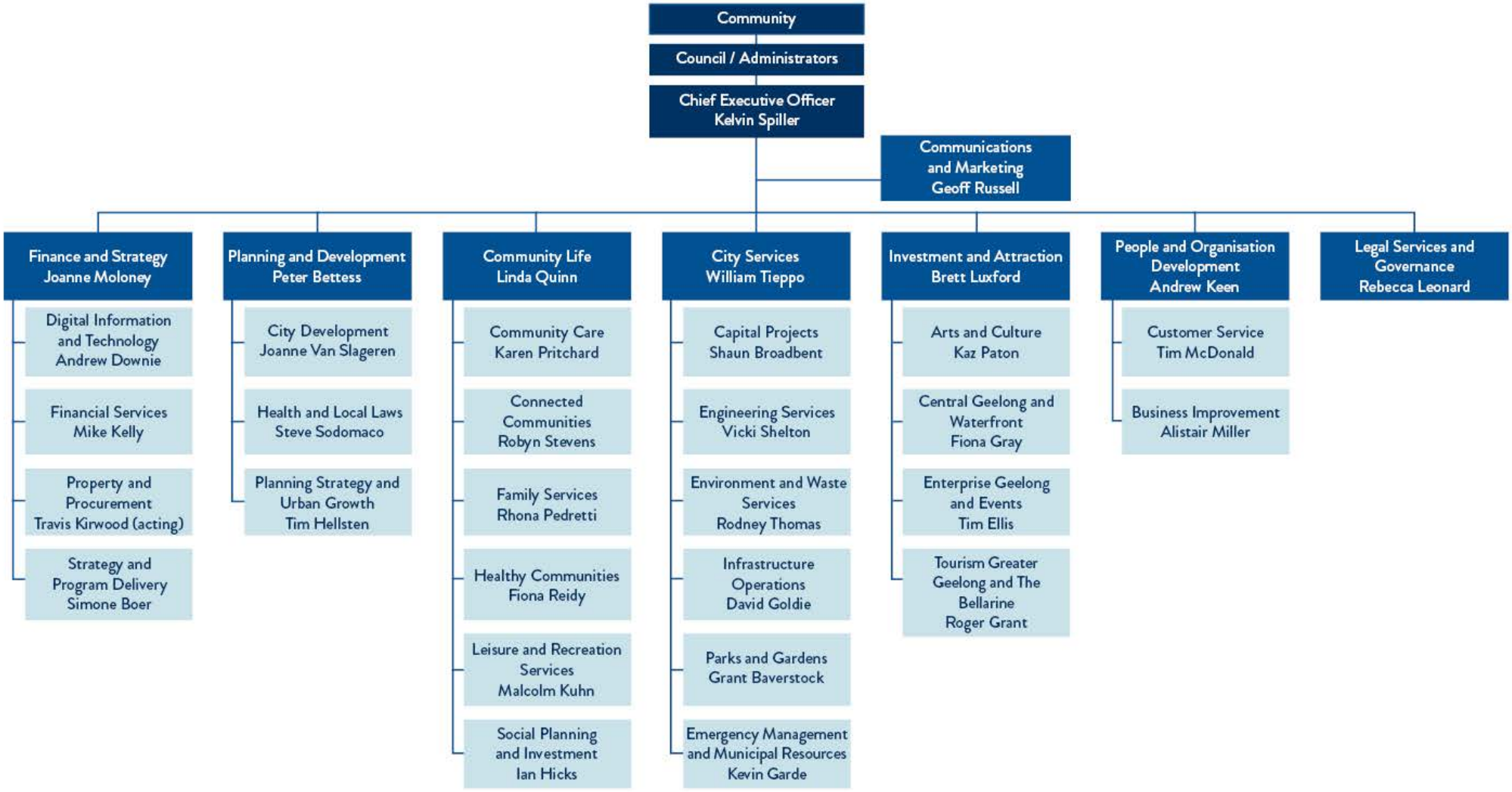
The City conducted a thorough review and realignment of the organisation's management structure throughout 2016–17 to increase the strategic, financial and governance capabilities.

The restructure has built a stronger organisation which is more focused on long-term holistic community outcomes.

Over the course of the year the restructure resulted in an approximate 30 per cent change in senior leadership. New and/or modified roles include:

- Director Finance and Strategy
- Senior Manager Legal Services and Governance
- Manager Business Improvement
- Manager Connected Communities
- Manager Leisure and Recreation
- Manager Healthy Communities
- Manager Community Care
- Manager Social Planning and Investment.

ORGANISATIONAL CHART (AS AT JUNE 30 2017)



STAFF PROFILE

The City is one of the region's largest employers. As at 30 June 2017, 2,652 people were employed, equivalent to 1,541 full time staff.

In 2016–17 staff turnover at the City was 9.1 per cent (down from 10.1 per cent the previous year).

Total head count of staff by year

	2012-13	2013-14	2014-15	2015-16	2016-17
Employee numbers	2,592	2,670	2,675	2,643	2,652

Total FTE by Directorate

A summary of the number of full time equivalent (FTE) staff by organisational structure and employment type is set out as follows.

EMPLOYEE TYPE	CEO	FINANCE AND STRATEGY	PLANNING AND DEVELOPMENT	COMMUNITY LIFE	CITY SERVICES	INVESTMENT AND ATTRACTION	PEOPLE AND ORGANISATION DEVELOPMENT
Full time	22.1	100.1	116.4	307.1	393.1	50.3	29.8
Part time	5.2	11.7	39.7	319.2	14.9	17.9	16.9
Casual	0.1	1.9	7.0	67.1	3.3	9.3	7.9
Total	**27.4**	**113.7**	**163.1**	**693.4**	**411.3**	**77.5**	**54.6**

In order to deliver the broad range of services provided by council throughout the year, flexible employment arrangements are required. This provides benefits for both the community and our staff. A summary of the number of full time equivalent (FTE) staff by employment type and gender is set out as follows.

EMPLOYEE TYPE	MALE	FEMALE
Full time	556.7	475.2
Part time	55.0	357.7
Casual	27.1	69.3
Total	**638.8**	**902.2**

EQUAL EMPLOYMENT OPPORTUNITY

The City is an equal opportunity employer and values the contributions a diverse workforce can bring to the community.

All employees are appointed on merit and in a fair and equitable manner regardless of age, employment activity, gender identity, disability, industrial activity, lawful sexual activity, marital status, parental status or status as a carer, physical features, political belief or activity, pregnancy or breastfeeding, race, religious belief or activity, sex, sexual orientation, or personal association (whether as a relative or otherwise) with a person who is identified by reference to any of the stated attributes.

In 2016–17 the City engaged the Victorian Equal Opportunity and Human Rights Commission to undertake a comprehensive, organisation wide diversity and inclusion audit. This audit included a series of employee focus groups to seek input and ideas from employees, and enable the organisation to better understand:

- current perceptions of diversity and inclusion amongst employees
- challenges and opportunities that may impact and inform proposed diversity and inclusion initiatives
- employee's ideas about diversity and inclusion initiatives.

The data and insights collected from the audit were used to formulate the *Diversity and Inclusion Action Plan,* which will be rolled out in the 2017–18 financial year.

OCCUPATIONAL HEALTH AND SAFETY

City Plan outlines our commitment and objectives towards Occupational Health and Safety (OHS).

We ensure our objectives are achieved by having an appropriate safety management system known as CitySafe, that is continually reviewed and updated to provide the appropriate tools and appropriate practices in mitigating OHS risks. This includes providing:

- sufficient resources
- information
- training
- supervision and support to provide a safe and healthy workplace.

This ensures work is undertaken in a manner that supports the continued health and safety of all employees, contractors and the public.

Occupational Health and Safety plans

Each department within the City is required to have a department specific *Occupational Health and Safety Plan*. These plans are developed via the completion of a 'risk profile' and are an integral part of the organisation's OHS planning process. The risks and associated hazards are identified and addressed by implementing appropriate controls which form the basis of the departments' health and safety plan, and are directly linked to their functions within the organisation.

By measuring the completion of each action within these safety plans, the organisation is able to demonstrate its due diligence toward the health and safety of its employees.

Committees and consultation

The organisation's OHS Committees continue to meet regularly at an organisational, divisional and departmental level. The committees, in conjunction with trained health and safety representatives, ensure effective OHS communication across the organisation.

Workplace injuries and reported incidents

In 2016–17 the total number of reported time lost injuries decreased from 40 to 39, the number of medical incidents decreased from 19 to 10, and minor incidents rose from 294 to 347.

Overall there has been a decline in near miss incidents from 160 to 138 incidents for 2016–17. Proactive efforts are undertaken to ensure the organisation looks at all incidents.

Workplace injuries and reported incidents

	2011–12	2012–13	2013–14	2014–15	2015–16	2016–2017
Minor incident	224	280	249	262	294	347
Medical incident	16	22	27	23	19	10
Lost time incident	49	36	41	35	40	39
Near miss	76	79	95	134	160	138

OUR PERFORMANCE

COUNCIL PLANNING FRAMEWORK

The City's four-year Council Plan (City Plan) sets out what the Council will achieve during its four-year term to achieve its community vision.

City Plan is reviewed internally on an annual basis during the Council term, and updated to ensure we are achieving the objectives and priorities that have been committed to. This meets with the requirements of *the Local Government Act 1989*, Section 125(7).

The annual budget and annual action plan are based on the priorities adopted in the City Plan and the accompanying Strategic Resource Plan. Annual department business plans are then formed from these to implement actions and deliver services to the community required by legislation or by the Council.

PERFORMANCE AGAINST CITY PLAN

The following sections report on our performance in delivering the community focused priorities committed to in *City Plan 2013–2017*.

The *City Plan 2013–2017* framework consists of four strategic directions – Community Wellbeing, Growing Our Economy, A Sustainable Built and Natural Environment and How We Do Business.

Each strategic direction has an objective with a number of priorities and measures used to assess the progress towards achieving these strategic objectives. Each year an annual program of actions, projects and resources is committed to and published in the annual City Plan update.

The measures under each priority are categorised as follows:

KEY	TYPE OF MEASURE
D	Direct – Council has a direct influence on the measure result.
I	Influence – Council has an influence on the measure result but other external factors outside our control also impact it.
M	Monitor – Council has no influence on the measure result but monitors it to assist in future planning.

The following sections report on the progress of year four of *City Plan 2013–2017*.

COMMUNITY WELLBEING

Healthy Together Geelong: to enhance health, wellbeing and quality of life of Greater Geelong communities.

Achievements

- The new Community Investment and Support Fund, which incorporates a more streamlined and accessible grants funding model, was established.
- Jetty Road (Clifton Springs) playground upgrade was completed.
- Several sports facility upgrades were completed, including:
  - stage one of the Leopold Memorial Park Recreation Reserve redevelopment
  - Grovedale Tennis Club upgrade
  - Geelong Soccer Club redevelopment
  - stage one of Queens Park Sports Pavilion redevelopment
  - replacement of Leisurelink 50-metre pool liner.
- The Hill Mountain Bike Track (Newtown) was awarded *Park of the Year* from Parks and Leisure Australia (Vic/Tas Branch).
- The Central Geelong and Waterfront Access Map was launched. It identifies locations, amenities and features around Central Geelong and Geelong Waterfront that are useful for people with mobility restrictions.
- Construction commenced on the new library at the Leopold Community Hub.
- The Leopold War Memorial was opened.
- Cultural groups created murals depicting migrants' journeys on bus shelters in North Geelong, thanks to a grant from the Department of Justice and Regulation.
- The Fyans Park Kindergarten extension was completed.
- The City's home care package program was adapted to meet National Aged Care Reform requirements.
- Free public WiFi was installed at Whittington Link, Grinter Reserve in Newcomb and Leopold Memorial Park.
- More than 70 young people took part in a project to create a mural as part of the Whittington Youth Community Arts Project.
- StreetFace9, a youth arts project celebrating sexual and gender diversity, saw giant photographs of local young people feature throughout Central Geelong.
- The City hosted the inaugural Positive Ageing Expo.
- Completion of Healthy Together Achievement Program by seven early childhood services: Ariston, Corio, Belmont, Drysdale, Whittington, Trudy Moritz and Rosewall Kinder. This is the first cluster in Victoria to be awarded with the achievement.
- *Park Your Pet* app, which identifies on-leash and off-leash areas and provides payment channels, advice, information on pet selection and lost dogs page, was launched.
- Our discounted cat desexing program during July 2017 resulted in the desexing, registration and microchipping of almost 400 cats.
- There were 29,515 learn to swim enrolments across the City's four leisure centres. This is our highest level of enrolment ever recorded.

Setbacks

- Meeting the supported playgroup new program guideline targets. The new delivery model has a ceiling of eight families per group with strict eligibility criteria.
- A range of community infrastructure was impacted by significant flooding events, which caused asset damage, extensive downtime of venues and impact on program delivery.

Challenges

- Rising operational costs of leisure centres, including the projected $600,000 increase in gas costs in 2017–18.
- Scheduled end of Skilling the Bay funding for Whittington Works Alliance in December 2017.
- Managing the significant numbers of young people wanting to access the L2P Program. The program currently has a two-year waiting list.
- The growing trend of smaller allotments has led to an increase in neighbourhood disputes (such as barking dog and noise complaints), which places an increased demand on the City's investigative resources.
- The expanding area of potential mosquito infestation/breeding as a result of new subdivisions and associated storm water catchments, as well as tracking these over time to determine any change and impact.

Future Directions

- Redeveloping sports facilities, including:
  - developing a pavilion at the Belmont Criterium Track
  - creating a synthetic soccer pitch at the Leisuretime Centre
  - building a sports pavilion at Flinders Peak Reserve, which will cater for gridiron and rugby
  - commencing stage one works on the Drysdale Sports Precinct
  - completing the water play zone at Splashdown for young children.
- Undertake a review of the Social Infrastructure Plan, in consultation with the community to identify future community infrastructure priorities for the municipality.
- Redeveloping the Rosewall Community Hub.
- Commence construction of new integrated early childhood centres at Armstrong Creek East, Hendy Street (Corio) and Highton.
- Commence the design of new integrated early childhood centres at Drysdale and Purnell Road (Corio).
- Implementing the new Community Investment and Support Fund. The budget for the fund is $5.6 million, which includes $1 million for a new Community Facility Infrastructure Fund.
- Hosting the National Inclusion Cricket Championships across City sportsgrounds in January 2018.
- Implementing the *2017–20 Domestic Animal Management Plan*.
- Incorporating and delivering upon actions to reduce family violence in response to the Victorian Government's Royal Commission into Family Violence.
- Completing detailed designs for the Northern ARC Health and Wellbeing Hub.

Priority: Healthy lifestyles

We will encourage healthy lifestyle choices by:

- facilitating and promoting physical activity
- facilitating and promoting healthy eating
- investing in prevention and improved health across all communities in Greater Geelong
- working collaboratively with agencies to promote and bring about system level changes aimed at improving wellbeing and lifestyle choices.

Major initiative update

MAJOR INITIATIVE	STATUS	UPDATE
Coordination of the City's *Municipal Public Health and Wellbeing Plan* implementation.	Completed for 2016–17, continuing in 2017–18	The *Municipal Public Health and Wellbeing Plan* (MPHWP) has been granted a 12-month extension by the Department of Health and Human Services. The review of the current plan is in progress and will be presented to Council in August 2017. This review will include an interim report, incorporating family violence actions, and the final MPHWP will be integrated into the new City Plan in 2018.

Progress indicators update

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENTS
D	Growth in visitor numbers to Council owned leisure centres (casual and membership visits).	Increase on previous year	✓	The City's six leisure centres had 1,996,226 visits, an increase of 2.3% on previous year.
D	Number of long day care centres at Recognition Point One in the Victorian Prevention and Health Promotion Achievement Program.	40% of long day care centres within the municipality	✓	95% (41 of the 43) of long day care centres were enrolled in the program as at 30 June 2017. This had a reach of 3,345 children.

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENTS
D	Number of kindergartens at Recognition Point One in the Victorian Prevention and Health Promotion Achievement Program.	40% of kindergartens within the municipality	✓	93% (40 of the 42) of kindergartens were enrolled in the program as at 30 June 2017. This had a reach of 5,119 children.
D	Number of primary schools at Recognition Point One in the Victorian Prevention and Health Promotion Achievement Program.	30% of primary schools within the municipality	✓	86% (54 of the 63) of primary schools were enrolled in the program as at 30 June 2016. This had a reach of just over 14,022 children.
D	Number of large (200 or more staff) businesses at Recognition Point One in the Victorian Prevention and Health Promotion Achievement Program.	30% of large business in the municipality	✓	40% (100 of the 251) of large workplaces were enrolled in the program as at 30 June 2016, reaching 35,000 employees.
D	Number of participants in the Geelong Seniors Festival.	Equal to or greater than the previous year	✓	More than 15,000 people attended more than 100 events held throughout the month of October 2016.
I	Percentage of children who attend 3.5 year old Maternal Child Health consultation.	Meet or exceed Victorian average	→	56.3% of children attended 3.5 year old consultation. Victoria averages not currently available.
I	Sedentary behaviour (time spent sitting for 8+ hours on average work day) (*Vic Preventative Health Survey*).	Less than Victorian average	✓	17.4% of Greater Geelong residents engaged in sedentary behaviour for 8+ hours a day, compared to the Victorian average of 23.8%.

✔ – Target achieved **X – Target not achieved** **→ – Progressing/awaiting data**

Results for the following indicators were not available for 2016–17:

- Visit to green space more than once a week (the *2015 VicHealth Indicators Survey* did not seek this information).
- Percentage of infants breast fed at six months of age (the CDIS database is not providing accurate data at LGA or state level).

Priority: Healthy environments

We will provide safe and vibrant physical environments and infrastructure to support healthy living and connected communities. This includes:

- well maintained public spaces and related infrastructure
- cycling and walking paths
- safe, hazard and nuisance free environments
- maintaining preparedness and responsiveness to emergencies
- facilities to meet a range of community programs and activities.

Major initiative update

MAJOR INITIATIVE	STATUS	UPDATE
Commencement of the Drysdale Sports Precinct development.	On schedule	The early earthworks contract scheduled to conclude June 2017 has been completed. The remainder of the project is currently under construction and is scheduled for completion in December 2017.

Progress indicator updates

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENTS
D	Community satisfaction rating for overall performance with local footpaths.	Meet or exceed Victorian Council average	X	Geelong result was 50 compared to the state average of 57, as per the *2017 Community Satisfaction Survey*.
D	Kilometres of off-road paths (bicycle and walking) established by City.	Increase	✓	54.2 km of footpath and 8.7 km of shared bike/pedestrian paths were added in the last 12 months.
D	Food safety compliance – assessment compliance rates.	100%	X	90% of assessments were compliant in 2016–17. This rate has remained consistent over the life of the City Plan.
I	Number of bicycle riders counted on 'Super Sunday' (held annually in November).	Increase	✓	There was a 66% increase on the prior year counts.

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENTS
I	Perceptions of safety – walking alone during the day *(VicHealth Indicators Survey)*.	Meet or exceed Victorian average	✓	96% of respondents said they felt safe walking in Greater Geelong during the day, 3.5% higher than the Victorian average.
I	Perceptions of safety – walking alone during the night *(VicHealth Indicators Survey)*.	Meet or exceed Victorian average	✓	Results were on par with Victorian average, however there has been a significant decrease in the perceptions of safety – walking alone during the night for both Greater Geelong and Victoria as a whole since 2011.
I	Resolution rates for neighbourhood amenity and local law requests.	100%	X	2,779 request were received with 98% resolved.
I	Dog attack rates per 100,000 population.	Decrease	X	There was a significant increase in the incidence of dog attacks this financial year. This is being addressed through increased patrol presence in high pedestrian and dog exercise areas, regular random patrols to intercept dogs at large including on beaches and shared pathways, promoting responsible pet ownership, and the continued implementation of the *Domestic Animal Management Plan*.

✓ – Target achieved **X – Target not achieved** **→ – Progressing/awaiting data**

Results for the following indicators were not available for 2016–17:

- Community satisfaction rating for overall performance in the enforcement of local laws, recreational facilities and the appearance of public areas (the *2017 City of Greater Geelong Local Government Community Satisfaction Survey* did not ask these questions).

Priority: Connected, creative and strong communities

We will facilitate programs and events that encourage increased participation in community life by:

- encouraging and promoting diversity and equity of access for all sectors of the community
- supporting an inclusive local community culture, where people interact and provide mutual support
- investing in community regeneration and rebuilding in under resourced communities
- promoting and providing opportunities for education and lifelong learning
- building upon existing capacities in local communities
- bringing the community together through sports, recreation, arts, culture and heritage.

Major initiative update

MAJOR INITIATIVE	STATUS	UPDATE
Construction of the Hendy Street and Highton Family Hubs and Rosewall Neighbourhood House.	Hendy Street delayed Highton and Rosewall on schedule	There have been some delays associated with responding to concerns during the permit application process for Hendy Street. The Highton Family Hub and Rosewall Neighbourhood House projects are on track.

Progress indicator updates

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENTS
I	Percentage of children enrolled in kindergarten.	Greater than 95% of children enrolled in an Early Childhood Education program in the year before full time schooling	✓	Participation rate for 2016 was 101.7%. Number of children attending kindergarten was 3,081. *Note: Kindergarten participation rates are reported on a calendar year basis.*
I	Number of annual library visits (physical) per capita (to all City owned libraries).	Meet or exceed Victorian average	✓	There were 7.2 visits per head of population.

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENTS
I	Proportion of library members per capita.	3% increase per annum	✓	43.5% of the Geelong population are library members, a 4% increase in members on the previous year.
I	Greater usage of library e-collections.	5% increase per annum	✓	There was a 27.2% increase in library e-collections usage.
I	Percentage of residents involved in volunteering *(VicHealth Indicators Survey)*.	Meet or exceed Victorian average	✓	Geelong result on par with Victoria average at 35%.

✔ – Target achieved **X – Target not achieved** **→ – Progressing/awaiting data**

Results for the following indicators were not available for 2016–17:

- Percentage of residents who participated in citizen engagement in the last year, and community acceptance of diverse cultures (the *2015 VicHealth Indicators Survey* did not seek this information).
- Community satisfaction rating with overall performance of family support services, and the overall performance of elderly support services (the *2017 City of Greater Geelong Local Government Community Satisfaction Survey* did not ask these questions).

GROWING OUR ECONOMY

Securing Geelong's economic future.

Achievements

- The launch of our 3D illuminated catenary star, which lit up the intersection of Moorabool and Malop Streets as a new addition to our Christmas program. The lighting system contains 56 colours and a wide variety of patterns.
- A total of 22 major events supported by Geelong Major Events generated $78 million in economic expenditure and supported an estimated 625 full time jobs. This represents a return of investment of 50:1.
- Opening of the Little Malop Street cycling and pedestrian bridge as an important link between Central Geelong and western suburbs.
- Works commenced on the Johnstone Park Raingarden and McLarty Place redevelopment, *Laneways Project* and *Malop Street Green Spine* as part of the *Revitalising Central Geelong project*.
- Several new sculptures were installed throughout Central Geelong as part of the City Entrances and Waterfront Linkages project.
- The City facilitated 176 investment enquiries for new and existing businesses, equating to $51.7 million worth of investment and 164 new jobs.
- The sixth annual Geelong Small Business Festival was held in August 2016, and was comprised of 44 events and was attended by 2,200 people.
- GeeMap Enterprise Geelong, in partnership with Skilling the Bay and Deakin-Manufutures, undertook a mapping project to identify what support and services were available to assist Start Up and Entrepreneurial businesses. This has been published as a dynamic interactive web page.
- The City hosted the inaugural visits of two cruise ships: Seabourn Encore and Oceania Serena.
- Tourism Greater Geelong and The Bellarine's industry membership reached 561, an 18 per cent increase in membership year on year.
- A new four-year Memorandum of Understanding between the City and Tourism Greater Geelong and The Bellarine was developed, which reflects the launch of the industry led *Visitor Economy Strategy 2017–21*.
- Central Geelong Marketing's four flagship events (Tastes of Central Geelong, Sidewalk Sales, Central Geelong Kids Fun Program and Christmas in Central Geelong) generated $14.16 million in economic output and were attended by almost 130,000 people in total.
- Central Geelong Marketing's Digital Marketing Strategy led to a 153 per cent increase in unique website visits. Central Geelong app downloads also increased by 25 per cent on the previous year.

Setbacks

- No consideration of the proposed Geelong Convention and Exhibition Centre in the State Government's 2017–18 budget.
- Revitalising Central Geelong works have impacted business operators and engagement in Central Geelong Marketing programs.

Challenges

- The Floating Christmas tree has only been funded until 2018.
- Managing the delivery and budget of Revitalising Central Geelong projects.
- There is a need to facilitate public-private investment in high impact major projects like Avalon Airport, the Mineral Springs Spa and accommodation on the Bellarine.

Future directions

- Finalising the City's Economic Development Strategy.
- In collaboration with key stakeholders, exploring and building on insurance and health related opportunities that may result from the presence of the National Disability Insurance Agency, Transport Accident Commission and WorkSafe being located in Geelong.
- Adopting the Agribusiness Strategy for the G21 region and developing the implementation plan.
- Further developing Central Geelong Marketing's worker engagement campaign to engage workers and increase benefit to Central Geelong businesses through promotion of businesses, special offers and activities.
- Completing Johnstone Park Raingarden supplementary works, including pedestrian lighting, irrigation upgrades and new paths.

- Completing stage one of the Green Spine Project on the south-side of Malop Street, between Moorabool and Yarra Streets. An eight-metre wide botanical walk will transform Malop Street into a vibrant street and linear park.
- Completing the Laneways Project, which aims to transform the Little Malop Street/James Street precinct into a vibrant network of unique spaces to discover and experience.
- Completing detailed designs for the Arts and Culture Precinct.

Priority: Support existing businesses and encourage new and emerging growth sectors

We recognise that traditional industries will continue to be key economic and employment drivers in our city. At the same time, it is critical to focus on new and emerging growth sectors that will underpin our city's prosperity.

We will:

- support existing businesses and explore strategic opportunities
- facilitate strategies and activities to attract new business investment and generate employment growth
- support and encourage new and emerging low carbon industries and sectors
- promote Geelong as a great place for business and investment, nationally and internationally
- promote the advantages of Geelong's business and lifestyle environment that will encourage the retention and attraction of highly skilled people and businesses
- link local businesses with growth opportunities and government funding.

Major initiative update

MAJOR INITIATIVE	STATUS	UPDATE
Implementation of the *Digital Plan – Business.*	On schedule	Implementation of the plan continues including activity to mount a case to attract the federal body ComCare to Geelong.

Progress indicators update

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENTS
D	Business and investment enquiries. *(Including industrial land enquiries, relocation and business development and expansion assistance).*	Minimum 80 enquiries	✓	176 business and investment enquiries assisted.
D	Business events/ workshops/seminars facilitated and supported.	Minimum 100	✓	109 events, workshops and seminars held over the 12 months.
D	Attendees at City facilitated business events.	Minimum 1,500 across all events	✓	4,050 attendees at Enterprise Geelong run or facilitated business events.
M	Regional unemployment rate – 12 month average. *(Based on the ABS SA4 area which includes the City of Greater Geelong, Borough of Queenscliffe, Surf Coast Shire and the majority of the Golden Plains Shire).*	Below the Victorian average	✓	The 12 month average for Geelong was 5.7%, compared to 5.9% for Victoria.

✔ **– Target achieved** **X – Target not achieved** → **– Progressing/awaiting data**

Priority: Facilitate major infrastructure and investment to enable economic growth

We will facilitate the provision of appropriate infrastructure to enable economic growth and capitalise on competitive advantages by:

- advocating on local, state and federal government infrastructure priorities and funding submissions
- facilitating the strategic planning and activation of key precincts to maximise their potential for economic success
- promoting the economic potential and development opportunity of the region's significant transport infrastructure – Avalon Airport, Port of Geelong, Geelong Ring Road, rail for freight and land for development
- working together to remove barriers to investment and project delivery
- streamlining regulatory processes wherever possible
- proactively targeting and attracting new investment to Geelong and promoting our region's benefits.

Major initiative update

MAJOR INITIATIVE	STATUS	UPDATE
Implementation of the Elcho Channel Drainage Scheme in the Geelong Regional Employment Precinct.	Minor issue	The last section of the pipe was delayed due to the discovery of oil contamination of an existing pipe (remnant of illegal oil dump in 2015). McManus Road culvert and Heales Road drainage and rehabilitation including site clean-up complete. Small section of McManus Road drain and site clean-up underway.

Progress indicator update

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENT
D	Years supply of zoned residential land available in the Geelong region.	10+ years available	✓	The review of land supply in 2017 has indicated that the City has a zoned residential land supply of over 18 years with a further 20 years of potential supply in identified growth areas. This projection is based on a sustained strong population growth of 2%.
M	Value of non-domestic building activity.	Increase	✓	Value increased by $121.7 million (25%) to $607.8 million.

Priority: A prosperous and innovative Geelong

Geelong will be recognised as a prosperous and innovative city with an economy that is strong, diverse and resilient. Our competitive advantages will deliver technological initiatives, high employment and prosperity. We will be a leader in technology and use resources effectively to generate a competitive position in key export markets.

We will:

- encourage the region's labour force to continually upskill, ensuring that we have the necessary capabilities to support our economic growth
- grow and promote business sectors that offer high-skilled employment
- advocate for and support innovative and new technological initiatives
- foster investment in diversification of skills and industries
- advocate for Geelong to be the centre of excellence for research projects, new technologies and emerging industry sectors.

Major initiative update

MAJOR INITIATIVE	STATUS	UPDATE
Deliver the outcomes, actions and recommendations of the *Digital Strategy*, in relation to economic stimulation and improved local adoption and connection of digital platforms and methods.	Completed for 2016–17, continuing in 2017–18	All works completed for this financial year. Upstart Challenge support initiated and awards ceremony participation. Federal Smart City grant lodged in conjunction with private partners. Promotion and investigation activities included presentations at Victorian Local Government Association spotlight session, MAV Emerging Technologies Forum, SMS Resources on Transformation, Association Local Government Information Managers – NZ and Institute of Public Works Engineering Australia conferences.

Progress indicators update

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENTS
M	Number of student enrolments at Deakin University (Waurn Ponds and Waterfront campuses).	Monitor	-	2016 enrolments increased by 2% to 12,014.
M	Number of student enrolments at The Gordon (TAFE).	Monitor	-	2016 enrolments increased by 14%, compared to 2015.

✔ **– Target achieved** **X – Target not achieved** → **– Progressing/awaiting data**

Priority: A successful and vibrant city centre

The vision for Central Geelong is for greater mixed use where traditional retail is supplemented by arts, culture, residential, entertainment, education, medical and business to create an active and vibrant city centre.

We will:

- develop an overall master plan for Central Geelong which will include the ideas from Vision 2
- promote inner-city living, encourage developers to invest in Central Geelong and generate innovative solutions for sustainable city living
- develop and foster a vibrant 24-hour cultural city that is welcoming, friendly and safe, and that attracts and generates a robust cultural life for all ages
- support existing Central Geelong businesses and attract new businesses to the precinct
- support Deakin University in promoting Geelong as a 'university city'
- support the continued implementation of the *Geelong Cultural Precinct Master Plan*
- investigate transport network improvements enabling a cleaner, more user-friendly environment where active transport options are encouraged.

Major initiative update

MAJOR INITIATIVE	STATUS	UPDATE
Implement the *Central Geelong Action Plan* (CGAP) initiatives for 2016–17.	On schedule	A series of actions and projects are underway including: – commencement of works on the reconstruction of the laneways and Green Spine (Malop Street) – completion of Little Malop Street Railway Bridge construction (new pedestrian and cycling bridge) – completion of *Little Malop Street Central Precinct Master Plan* and Urban Design Guidelines – McLarty Place reconstruction – city entrances and waterfront linkages – installation of seven new sculptures throughout the CBD to encourage movement between precincts and activity nodes – construction of the $1.85 million Johnstone Park Raingarden project commenced – commencement of VicClue 2016 – annual activation program and initiatives that includes Food Truck Fridays, free lunchtime music and other entertainment, events for the 'Over 50s', Tastes of Central Geelong – delivery of Christmas in Central Geelong program.

Table: Progress indicators update

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENTS
D	Number of organised programs, activities and events in public spaces in Central Geelong.	Increase	✓	565 events were held in Central Geelong and Waterfront public spaces in 2016–17, on par with previous year.

✔ – Target achieved X – Target not achieved → – Progressing/awaiting data

Results for the following indicators were not available for 2016–17:

- Central Geelong presentation – cleanliness index, overall visitor satisfaction with Central Geelong, and perceptions of safety in Central Geelong (day and night) (survey not held in 2016–17, scheduled to be held in 2017–18).
- Number of residents living in Central Geelong, number of visitors to Central Geelong, number of people employed in Central Geelong businesses and number of businesses in Central Geelong. (These indicators and targets were adopted in the Council Plan in 2013 as an indication of quantum change sought at the time. Due to data discrepancies between ABS and VicClue information, in part reflecting different statistical geographic data collection areas, further work is still required to establish clear, consistent and reliable benchmarks for ongoing monitoring. The VicClue update to be held in 2017 will progress this work.)

Priority: Greater Geelong is a leading city for tourism, arts, culture and events

We will build on our past successes and continue the tradition of attracting major events and supporting local festivals with diverse art and cultural activities. Whether for business or leisure, our region is a preferred destination for local, national and international visitors.

We will:

- promote the unique strengths our region has to offer such as our natural assets, world class sporting facilities and a great lifestyle
- build on the opportunities that being Victoria's second largest city offers and our proximity to Victoria's capital
- support creative endeavour and investigate the potential for unique arts and cultural opportunities
- support local festivals and events and provide opportunities for participation in the arts for all ages
- advocate on behalf of the community for major event, tourism and cultural opportunities.

Major initiative update

MAJOR INITIATIVE	STATUS	UPDATE
Funding for Geelong Major Events.	Completed for 2016–17, continuing in 2017–18	Geelong Major Events funded 22 events which was attended by an estimated 700,000 spectators and participants. The estimated economic benefit generated from these events was $78 million.

Table: Progress indicators update

TYPE OF INIDCATOR	INDICATOR	TARGET	RESULT	COMMENTS
D	Geelong Major Events – economic benefit to the municipality.	Return on investment = 30:1	✓	Return on investment 50:1.
D	Community satisfaction rating with overall performance of tourism.	Meet or exceed Victorian Council average	✓	Result was 62 which was on par with the state average.

TYPE OF INIDCATOR		INDICATOR	TARGET	RESULT	COMMENTS
D	I	Cultural facility visitation (National Wool Museum, Potato Shed, Geelong Gallery, Courthouse Arts, Central Library and Heritage Centre).	National Wool Museum 3% per annum increase	✓	120% increase in overall program participation in 2016-17, from 356,243 to 787,283 includes: • Onsite visitation: up 1.5% (69,543 visits) • Offsite programs engagement: up 10% from 9,682 to 10,723. • Online engagement: up 154% from 278,026 to 707,017.
			Potato Shed maintain (at capacity)	✓	Potato Shed visitation increased by 3.6% to 104,294.
			Geelong Gallery 3% per annum increase	✓	The Streeton exhibition and opening of the new Geelong Library and Heritage Centre and Gallery space created a spike in visitation in 2015-16 (35.1% higher than average). Visitations in 2016-17 were 61,658, a 3.7% increase over the year prior to the spike.
			Courthouse Arts 15% increase in attraction and retention participants and audiences over the life of *City Plan 2013–2017*	✓	Whilst Courthouse Arts experienced significant growth in visitations for the first year of City Plan, this has now plateaued with a 0.2% increase in the past twelve months.
			Geelong Library and Heritage Centre increase (no set target as this is only the second full year of operation)	✓	47.6% increase in visitations in 2016–17, to a total of 474,919.
I		Number of domestic overnight visitors (*National Visitor Survey*).	Exceed the average annual growth for overnight visitors to Regional Victoria	✓	The region received 1.4 million overnight visitors staying 3.5 million nights, an increase of 6.4% on the previous year and exceeding state regional growth.

TYPE OF INIDCATOR	INDICATOR	TARGET	RESULT	COMMENTS
I	Number of international overnight visitors (*International Visitor Survey*).	Exceed the average annual growth for overnight visitors to Regional Victoria	X	The region received 54,000 international overnight visitors who spent 800,000 nights, a slight decrease of 1.9%. Total travel to the region however grew by 17.9%, which was reflective of the large increase in domestic day and overnight travel.

✔ – Target achieved **X – Target not achieved** **→ – Progressing/awaiting data**

Results for the following indicators were not available for 2016–17:

- Community satisfaction rating with overall performance of arts centres and libraries, and overall performance of community and cultural activities (the *2017 City of Greater Geelong Local Government Community Satisfaction Survey* did not ask these questions).

SUSTAINABLE BUILT AND NATURAL ENVIRONMENT

Partnering with our community to protect and enhance our natural ecosystems and to encourage sustainable design and reduced resource consumption.

Achievements

- A record value ($13 million) and quantity (130) of road asset renewal projects were completed including reconstruction of McLarty Place, Maud Street, Belfast Street, Crofton Street, Formosa Street, Potter Street and Normanby Street.
- A number of new residential areas in St Leonards, Leopold, Wandana Heights, Portarlington and Highton were rezoned.
- A record 183 engineering designs were completed by our in-house design team along with associated survey work. This included drainage mitigation designs completed in response to the March and April 2017 storm events.
- A record 76 active subdivision developments were inspected.
- The City's *Zero Carbon Emissions Strategy* was adopted, which aims to reduce our energy costs, increase investment in renewable energy and, in partnership with the Geelong community, achieve a reduction in the region's greenhouse emissions.
- The Clifton Springs Fishing Jetty was opened. The 35-metre jetty caters for all abilities and features a larger fishing area at the end. The jetty is a modular design so can be extended in the future as need arises.
- Water used for irrigation in 2016–17 was $324,000 less than the previous financial year due to favourable weather conditions.
- A number of significant tree planting projects were carried out, including:
  - 26,000 trees, shrubs and grasses planted at the Geelong Ring Road Employment Precinct
  - 2,251 advanced trees planted in streets and parks
  - the Greenway reached 50,000 indigenous trees alongside the Ring Road.
- Future Proofing Geelong held the Green Roof Competition, with the winners announced in February 2017. The pilot project saw students from Deakin University's Masters Program in Landscape Architecture, team up with commercial building owners and tenants to create innovative designs for transforming rooftops into inviting garden areas.
- Another Future Proofing Geelong initiative, the Future of Housing Forum, was held in May 2017. It was aimed at inspiring people to think differently about the future vision of our suburbs and homes, and included 'The New Joneses' tiny house pop-up display.
- The Ocean Grove Structure Plan and Armstrong Creek South Precinct Structure Plan were approved.
- The Ocean Grove Significant Tree Project was adopted by Council and the planning scheme amendment is progressing.
- The Portarlington and Indented Heads Structure Plans were adopted by Council, and the planning scheme amendment is progressing.
- The Geelong Botanic Gardens Walter Conservatory was refurbished.
- A new flood height sensor was installed at the Rennie Street Hovells Creek crossing in Lara. This sensor means officers can access real-time data remotely, which will reduce delays on closing and re-opening the Rennie Street floodway.

Setbacks

- Major changes in building legislation impacted the industry and the City's operations.
- Two back-to-back once in a one-hundred-year flood events required all hands on deck and flexibility in usual business activities.
- Reduced town water supply pressure impacted the City's irrigation systems for parks and gardens.

Challenges

- Continuing to manage timely planning application processes with significant legislative changes made to residential zones.
- The City's growth rate is continuing to increase and we need to manage the delivery of timely approvals and infrastructure delivery in numerous growth areas across

the municipality including Armstrong Creek, Ocean Grove, Jetty Road, Fyansford and Lara.

- Responding to tight referral deadlines for significant planning developments in Central Geelong.
- Drier summers are increasing tree establishment costs.
- Urban densification (larger houses on smaller blocks) means there is greater reliance on City trees to green and cool the urban environment.
- Maintaining low contamination rates in kerbside recycling service.

Future directions

- Developing a green organics processing facility in Anakie.
- Plan for medium to long term growth by delivering framework plans for the northern and western Geelong growth areas and an Integrated Infrastructure Delivery Plan.
- Finalising designs for the Ocean Grove Principal Pedestrian Network, which represents 27 kilometres of new footpaths for Ocean Grove.
- Overhauling the City's statutory planning letters. Our letters are being rewritten in easy to understand plain English that is clear and concise.
- Reviewing the *Drainage Asset Management Plan* and *Footpath Asset Management Plan*.
- Trialling street lighting projects that use smart technology.
- Reviewing the viability of Geelong Saleyards.
- Implementing $1.3 million in energy reduction and renewable energy initiatives.
- Developing a sustainable visitor facility at Geelong Botanic Gardens. Year one will involve the installation of a sewer line and replacement of meeting room toilets. Year two will involve building visitor facilities with shelter and toilets.
- Complete significant planning projects that are underway including the *Settlement Strategy*, *Employment Land Strategy*, *Retail Strategy*, *Avalon Corridor Strategy*, *Barwon Heads Structure Plan* update, *Marshall Precinct Structure Plan* and *Heritage Strategy*.
- Undertake structure planning and urban design frameworks across the municipality to facilitate urban renewal opportunities.

Priority: Enhance and protect natural areas and ecosystem health

We have a natural environment rich in diversity. Protecting our native plants and animal habitats, limiting pollution, greening the city and using our natural resources wisely is important and demonstrates our commitment to sound environmental management.

We will continue to enhance our natural areas by:

- protecting and restoring our biodiversity
- engaging the community in protecting our natural areas
- limiting the loss of native species and natural areas and continuing indigenous plantings
- protecting our coast, waterways and wetlands
- continuing the development and implementation of reserve master plans in order to improve the quality of public open spaces
- building community and agency partnerships.

Major initiative update

MAJOR INITIATIVE	STATUS	UPDATE
Ecological Sustainable Design (ESD) pilot.	On schedule	Pilot program is underway with Council now offering an ESD assessment for medium to large planning applications. The ESD advisor provides pre-application advice, assess development plans and make recommendations to improve ESD credentials.

Progress indicators update

TYPE OF INIDCATOR	INDICATOR	TARGET	RESULT	COMMENTS
D	Number of state and nationally significant reserves actively managed through a strategic management plan.	Three strategic management plans developed per annum	✓	Six management/work plans.
D	Percentage of Council owned conservation reserves permanently protected by fencing, planning controls and/or conservation agreement.	Increase	✓	Additional 1 hectare protected by fencing during 2016–17.
D	Kilometres and area of noxious weeds controlled on Council reserves and roadsides.	300 kilometres of roadside and 500 hectares of reserves per annum	✓	Roadside: 320 km Serrated Tussock, 12 km Chilean Needle grass and 40 km of woody weeds control works undertaken along rural roadsides. Reserves: Over 250 ha of on-going weed control undertaken in waterway and wetland reserves and over 700 ha undertaken on coastal and bush land reserves.
D	Net gain in vegetation - grasses, shrubs and trees planted by Council.	Minimum 20,000 plantings per annum	X	Over 14,000 trees, shrubs, grasses and herbs planted along Avilla Coastal Reserve, Lookout Ocean Grove, Barwon River, Moorabool River, Clifton Springs Boat Harbor, Clifton Springs Foreshore, The Dell, Moorpanyal Park and Waurn Ponds Creek.
D	Net increase in street trees.	Increase of 400 per annum	✓	There was a net gain in street trees of 1,141.
M	Number of wetlands assessed for ecosystem health including blue green algae.	20 wetlands per annum	X	11 wetlands assessed for blue-green algae from December 2016–May 2017. 6 wetlands assessed as part of specialist aquatic maintenance program.

✔ – Target achieved **X – Target not achieved** **→ – Progressing/awaiting data**

Priority: Support our community to live sustainably

We will provide leadership and guidance to maximise environmental sustainability outcomes, reduce greenhouse gas emissions and support progress towards a carbon-neutral city.

We will:

- continue to implement the Climate Change Adaptation Strategy
- investigate and facilitate renewable energy opportunities
- lead the way in waste management practices and continue to reduce the amount of waste to landfill
- encourage increased use of alternatives to car transport and seek efficient traffic movement throughout the municipality
- work in partnership with residents and communities to educate them on lifestyle choices and practices
- encourage buy local and sustainable purchasing behaviours.

Major initiative update

MAJOR INITIATIVE	STATUS	UPDATE
Continue the implementation of Future Proofing Geelong.	Completed for 2016–17, continuing in 2017–18	Implementation of the program is continuing as planned.

Progress indicators update

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENTS
D	Number of Council sponsored sustainable living programs.	Participation rates are 75% of capacity	✓	A number of events held including World Environment Day and Sustainable House Day. Participation rates were above 75% for all events.
I	Waste minimisation kg/household	Recycling > 350 kg	X	261 kg per household. The kg/household for recycling continues to reduce each year. This is not a reflection in lower recycling levels but rather a decrease in the weight and amount of recycled materials being used. For example less newspaper purchases, lighter and less packaging of consumables and transition to lightweight plastics.
		Green waste > 330 kg	✓	333 kg per household.
		Garbage < 400 kg	✓	449 kg per household.

✔ – Target achieved **X – Target not achieved** **→ – Progressing/awaiting data**

Results for the following indicators were not available for 2016–17:

- Community satisfaction rating for overall performance in waste management, and overall performance in environmental sustainability (the *2017 City of Greater Geelong Local Government Community Satisfaction Survey* did not ask these questions).
- Number of bicycle riders counted on 'Super Tuesday' (held annually in March 2017) (data yet to be received for 2017).

Priority: Advocate for and promote sustainable design and development

We will ensure we meet environmentally sustainable development standards in an effort to reduce the region's carbon footprint and encourage the same throughout the community by:

- ensuring strategies, planning processes and urban design reflects community desires to be living in sustainable places
- promoting sustainable design and retrofitting
- acknowledge the community's desire to have their say and be involved in planning for the future of Greater Geelong
- maximising investment and opportunities for green corridors, green belts and parks.

Major initiative update

MAJOR INITIATIVE	STATUS	COMPLETE
Development of a five-year *Waste Management Strategy.*	Completed	Regional strategy now approved by Minister and template completed.

Progress indicators update

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENTS
D	The existence of programs and activities that promote residential and commercial buildings achieving above mandatory standards.	Maintain two programs and minimum two activities	✓	Future Proofing Geelong and EcoChallenge at Home programs continue to be successfully run with multiple activities held as part of these programs.

✔ – Target achieved **X – Target not achieved** **→ – Progressing/awaiting data**

Results for the following indicators were not available for 2016–17:

- Percentage of new residential and commercial buildings achieving above mandatory standards (data source is not readily available).

Priority: Minimise our environmental footprint

We want to make sure that all decisions made by staff and Council have a positive impact on our natural environment.

We will:

- continue to seek methods of reducing energy, water and waste consumption
- consider environmental impacts when designing and delivering capital projects and providing services
- demonstrate leadership and share and embed our skills and knowledge within the community and surrounding local organisations.

Major initiative update

MAJOR INITIATIVE	STATUS	COMPLETE
Development of Cell 5 at Drysdale Landfill site.	On schedule	The City has commissioned the design of Cell 5. It is anticipated the bulk of the works will commence post Christmas 2017.

Progress indicators update

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENT
D	Council greenhouse gas emissions by sector (waste, fleet, buildings).	Decrease	✓	Combined waste, fleet and buildings emissions were 41,461 tCO2-e for 2016–17, a small decrease on previous year.
D	Average fuel use per vehicle in Council's fleet.	Decrease	✓	Fuel consumption continued recent trend of recent years in decreasing on previous year.
D	Council's potable water consumption.	25% reduction in potable water consumption by 2015 and a 30% reduction by 2020	✓	Billed water usage was at 676,102 KL, a decrease on previous years.
D	Council waste (solid and green) diverted from landfill (kg and percentage).	60,000 tonnes	✓	61,892 tonnes of residential kerbside collected waste was diverted from landfill, which represented 63%.

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENT
D	Usage rate for transfer stations/resource recovery centres (transactions per annum).	Drysdale - 31,000 North Geelong - 62,000	✓	Total transactions for the year were 125,365 (Drysdale: 52,939 and North Geelong: 72,426).
D	Landfill pollutant levels for odour, dust, complaints, groundwater and gas leaks.	Meets compliance requirements	✓	Annual compliance reporting targeting met.
D	Average electricity usage of top 10 emitting buildings.	10% reduction on 2012–13 usage	✓	There was a 1.5% decrease in electricity use this financial year, bringing the total reductions over the four-year period to 12%.
D	Percentage of new council buildings that meet our *Sustainable Building Policy.*	90%	-	No new buildings completed this year.
D	Number of environmental incidents as defined by council policies and standards.	No incidents	✓	No environmental incidents were reported in 2016–17.
I	Contamination rates with kerbside collection.	7% or lower	X	9.33% contamination rate for recycling, 0.4% contamination rate for green waste

✔ – Target achieved **X – Target not achieved** **→ – Progressing/awaiting data**

HOW WE DO BUSINESS

We will focus on developing and maintaining effective working relationships to deliver Council's strategic directions and cost effective services that meet the changing needs of the community.

Achievements

- Our long-term community vision was developed. More than 16,000 people were consulted as part of the *Our Future* project. The community-led vision document *Greater Geelong: A Clever and Creative Future* will guide our region's development over the next 30 years.
- The City's *Community Update* newsletter was reintroduced in October 2016. The independent *2016 Local Government Community Satisfaction Survey* revealed that a mailed newsletter was the preferred way for residents to receive information from the City. It is produced bi-monthly with 110,000 copies distributed.
- A video promoting the City's 126 services was produced.
- An independent review of the City's ICT system was undertaken. A strategy has been developed to address the under investment in our IT services as identified in the review.
- A new user-friendly records management system was introduced to ensure all organisational documents and records are captured and stored securely.
- The organisation was restructured to provide a focus on governance and financial strategy.
- The Senior Leadership Program was developed to enhance leadership across the organisation.
- The Governance and Legal Services Department was created in January 2017, which has seen the establishment of a stand-alone Legal Services Unit, strengthened Governance Unit and Mayor and Councillor Support Unit, and a best-practice approach to internal audit.
- The *Gender Pay Equity Review* and *Diversity and Inclusion Action Plan* were completed.
- The Staff Code of Conduct and key policies have been reviewed.
- Significant work has been undertaken to develop a *Return of Council Plan* to provide effective support for councillors following the October 2017 election. This includes the development of a strong governance and financial framework within which consecutive councils will operate.
- A new contemporary process was used for the developing of the City's 2017–18 budget.
- The *Employee Opinion Survey* was completed in August 2016. The results are being used to develop improvement action plans across all business areas.
- The City Hall foyer was upgraded to improve visitor access.
- A Pay Wave payment option was introduced across parking metres in Central Geelong.

Setbacks

- The discovery of significant mould in several council buildings: Osbourne House, Ceres Hall and Barwon Heads Senior Citizens.
- Implementation of Pay Wave payment option for parking metres was delayed due to the bank.
- The City experienced a high volume of customer contact following two severe storm events in April 2017.

Challenges

- Preparing for the return of council.
- Maintaining a growing list of ageing infrastructure and addressing the building renewal funding gap.
- Operating in a financially constrained environment due to rate capping.

Future directions

- Implementing the community-led *Greater Geelong: A Clever and Creative Future* vision.
- Implementing the City's Community Engagement Plan, which aims to upskill and empower the organisation and community to engage.
- Developing a new Council Plan for 2018–21, which aligns to the vision and integrates with the Municipal Public Health and Wellbeing Plan.
- Reviewing the Mayor and Councillors' Media Engagement Policy and Social Media Policy.

- Reviewing the Internal *Communications Strategy* and *Corporate Communications Strategy*.
- Implementing the *ICT Strategy*.
- Delivering the *Digital Geelong Strategy*.
- Enhancing our video capability by aiming to produce weekly online videos via our social media channels.
- Working to ensure the best administrative support is in place for the newly elected Council when they take office. This involves a comprehensive review of processes and procedures to facilitate the work of councillors in partnership with the Governance Unit.
- Introducing ‘Lean Leadership’ to the organisation.
- Developing a new Complaints Handling Framework, Performance Review System and Risk Management and Incident Reporting System.

Priority: Lead by advocating and collaborating on issues important to the Greater Geelong community

The City recognises that collaboration with all levels of government is required in order to meet all of our community's needs. By working in partnership with other levels of government, we are able to access greater resources and coordinate strategic responses to issues as they arise.

We will:

- advocate on the community's interests to state and federal governments
- develop and foster partnerships that offer wellbeing, economic and environmental opportunities
- work with other governments and organisations for the benefit of the local community, city and region.

Major initiative update

MAJOR INITIATIVE	STATUS	UPDATE
Disburse G21 Geelong Region Alliance contribution.	Completed for 2016–17, continuing in 2017–18	Contributions made as planned.

Progress indicators update

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENTS
D	Community satisfaction with Council's advocacy and community representation on key local issues.	Meet or exceed Victorian Council average.	X	Geelong result was 45 compared the Victorian average 54, as per the *2017 Community Satisfaction Survey*.

✔ – Target achieved **X – Target not achieved** **→ – Progressing/awaiting data**

Priority: Efficient and customer focused organisation

Our goal is to be a customer focused organisation that considers the customer's perspective and delivers efficient and effective services to meet the growing needs of our community. This is underpinned by our Customer Service Commitments and *Customer Service Strategy*.

We are committed to:

- a 'can do' culture
- delivering our services with integrity and simplicity in a convenient way
- being responsible and timely in responding to the community
- using technology effectively to improve business functions and deliver benefits to the community
- providing efficient and value for money services and programs
- ensuring programs and services meet the current and future needs of the community.

Major initiative update

MAJOR INITIATIVE	STATUS	UPDATE
Community engagement in development of *City Plan 2017–21.*	Completed	The *Our Future* long-term vision project engagement wrapped up in May 2017, with the *Our Future* Assembly. Over the 10 months of the engagement, more than 16,000 people had their say on the future vision for Geelong. The engagement reports for each stage were released in early June 2017, and the final Vision document is scheduled to go to Council Meeting for endorsement in July 2017.

Progress indicator updates

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENTS
D	Percentage of correspondence responded to within ten working days.	80%	X	59% of correspondence was responded to within timeframe. The introduction of a new Records Management system has impacted performance in this area. A correspondence review is currently underway to look at process improvements.
D	Average total connect time (seconds).	Equal to or less than previous year	X	Call wait time was 65 seconds.
D	Percentage enquiry resolution (resolved at point of contact).	80%	X	71% of calls were resolved at the point of contact, which is on par with previous years.
D	Community satisfaction with customer contact.	Meet or exceed Victorian Council average	✓	Result increased to 74 which was higher than the State average of 69.
D	Percentage of requests for service completed on time.	Greater than 80%	✓	83.8% of requests were completed on time.
D	Overall community satisfaction with Council performance.	Meet or exceed Victorian Council average	X	Geelong's result was 55 compared to the Victorian average of 59, as per the *2017 Community Satisfaction Survey.*
D	Percentage of building applications processed within timeframe.	Greater than 80%	✓	92.1% of applications were processed within timeframe.
D	Percentage of planning applications (DA) completed within 60 statutory days.	Greater than 80%	X	73.2% of planning applications were completed within 60 statutory days.

✔ – Target achieved **X – Target not achieved** **→ – Progressing/awaiting data**

Results for the following indicators were not available for 2016–17:

- Customer Service Index – getting through, and Customer Service Index – service delivery (the Customer Service Benchmarking Mystery Shopping research no longer undertaken).
- Community satisfaction rating for overall performance in town planning policy and approvals, and overall performance with planning and building permits (the *2017 City of Greater Geelong Local Government Community Satisfaction Survey* did not ask these questions).

Priority: Responsible and sustainable financial management

We will provide a sound financial basis that supports our strategic priorities and enables us to deliver and maintain infrastructure and services to ensure the sustainability of our region into the future.

We will:

- responsibly manage ratepayers' funds in the delivery of services and programs
- maintain a strong financial position and a sustainable debt level
- be consistent with our asset management strategies and policies
- strive to maintain the condition of our community assets.

Major initiative update

MAJOR INITIATIVE	STATUS	UPDATE
Undertake an upgrade of Oracle Financials and implementation of a project management framework.	Completed	Project was successfully completed.

Progress indicators update

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENTS
D	Liquidity – working capital ratio.	Current assets to current liabilities ratio between 1 and 1.5	✓	Ratio was 1.5.
D	Loan borrowing relative to self-funded revenue.	Loan borrowing is less than 60% of self-funded revenue	✓	Loan borrowings were 22.2%.
D	Underlying result – operating surplus as a percentage of total operating revenue.	Operating surplus is 1% of total operating revenue	✓	Operating surplus was 12.3%.
D	Investment gap – percentage of capital expenditure funded by depreciation.	80% or higher	X	71.2% of capital expenditure was funded by depreciation .

✔ – Target achieved X – Target not achieved → – Progressing/awaiting data

Priority: Motivated and skilled staff in a safe work environment

We will encourage our staff to be motivated, well-trained and well-resourced to enable them to make informed decisions and to deliver efficient and effective services that benefit our community. A safe work environment will be provided by maintaining occupational health and safety (OHS) processes which meet and exceed current legislative standards, and by regularly providing OHS and broad based training to all our staff.

We will:

- have a highly skilled, effective and adaptable workforce
- provide consistent communication to staff and engage them in decision making processes
- provide training and development opportunities for continuous improvement and OHS processes
- strive to be an employer of choice with staff who possess a can-do attitude
- provide effective risk management procedures and maintain a safe work place
- promote health and wellbeing programs
- promote work-life balance opportunities.

Major initiative update

MAJOR INITIATIVE	STATUS	UPDATE
Continue to rollout initiatives of the Workplace Culture Program to ensure a positive and engaged workforce.	Completed for 2016–17, continuing in 2017–18	The City rolled out the *Change Project* in mid-late 2016 which was the biggest internal face-to-face engagement ever conducted. The project aimed to inform all employees of the organisation culture change project that was underway and what this meant to them. It also addressed the key issues the organisation is facing in the future. The new values and organisation purpose statement were launched in July 2016 and a program of embedding them continues.

Progress indicators update

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENTS
D	Percentage of operating budget allocated to training and development.	Equal to or greater than the previous year	✓	On par with previous year's budget.
D	Staff absenteeism (unplanned absence rate).	2% or lower	X	Result was 3.1%.
D	Turnover of permanent staff.	Equal to or less than the industry average (annual result)	→	Turnover was 9.1%, on par with previous financial year.
D	Lost time frequency rate (number of lost time injuries per million hours worked).	15.42 or lower	X	Result was 18.5. This is an area of focus for the organisation in 2017–18.
D	Employer claim cost rating.	Equal to or less than the industry average (annual result)	X	The performance rating of 1.037878 was 3.78%, which is unfavourable to the industry average.

✓ – Target achieved **X – Target not achieved** **→ – Progressing/awaiting data**

Results for the following indicators were not available for 2016–17:

- Overall staff satisfaction rating (new baseline survey conducted 2016, scheduled to be re-run in July 2017).

Priority: Informed and engaged community

Engagement activities will be offered widely and openly to ensure the community has the opportunity to participate in decision making processes and is informed about matters that impact on their lives.

We will do this by:

- communicating through a variety of mediums to reach our community
- engaging with our customers and the broader community to better understand their needs and concerns, and provide them with feedback about their input and decisions made
- being open and transparent.

Major initiative update

MAJOR INITIATIVE	STATUS	UPDATE
City News communication.	Completed for 2016–17, continuing in 2017–18	This ongoing weekly task has continued seamlessly from last financial year, producing excellent results for the City.

Progress indicators update

TYPE OF INDICATOR	INDICATOR	TARGET	RESULT	COMMENTS
D	Community satisfaction rating for overall performance in community engagement.	Meet or exceed Victorian Council average	X	Result was 47 compared to state average of 55, as per the *2017 Community Satisfaction Survey*.
D	Community satisfaction rating for overall performance in informing the community.	Meet or exceed Victorian Council average	X	Result was 54 compared to state average of 59, as per the *2017 Community Satisfaction Survey*.

✔ – Target achieved **X – Target not achieved** **→ – Progressing/awaiting data**

Results for the following indicators were not available for 2016–17:

- Percentage of consultations where feedback is required provided to participants (at the time of production there was no reliable source for this data).

LOCAL GOVERNMENT PERFORMANCE REPORTING INDICATORS – SERVICE PERFORMANCE

The *Local Government Performance Reporting Framework* is a mandatory system of performance reporting for all Victorian councils. It ensures that councils are measuring and reporting on their performance in a consistent way to promote transparency and accountability in the local government sector.

Below are the City's service performance indicator results as at 30 June 2017.

SERVICE/*INDICATOR*/*MEASURE*	RESULTS 2015	RESULTS 2016	RESULTS 2017	MATERIAL VARIATIONS AND COMMENTS
Aquatic Facilities				
Satisfaction *User satisfaction with aquatic facilities (optional)* [User satisfaction with how council has performed on provision of aquatic facilities]	0.00	0.00	0.00	The City does not currently collect this information.
Service standard *Health inspections of aquatic facilities* [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	0.00	0.00	0.67	The City introduced an annual inspections process in 2016–17. This was conducted in the winter period on the four indoor centres, however as the two outdoor centres were closed they were not completed. The outdoor centres are scheduled for summer 2017–18.
Health and safety *Reportable safety incidents at aquatic facilities* [Number of WorkSafe reportable aquatic facility safety incidents]	19.00	16.00	22.00	There was an additional six safety incidents across the City's six aquatic centres this financial year.
Service cost *Cost of indoor aquatic facilities* [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	$0.56	$0.95	$0.91	

SERVICE/*INDICATOR*/*MEASURE*	RESULTS 2015	RESULTS 2016	RESULTS 2017	MATERIAL VARIATIONS AND COMMENTS
Service cost *Cost of outdoor aquatic facilities* [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	$5.83	$6.27	$4.90	The cost per visit decreased this financial year due to a 31% increase in visitations to the Kardinia and Lara Pools.
Utilisation *Utilisation of aquatic facilities* [Number of visits to aquatic facilities / Municipal population]	9.65	8.51	8.48	No material variation.
Animal Management				
Timeliness *Time taken to action animal management requests* [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	0.00	1.00	1.00	
Service standard *Animals reclaimed* [Number of animals reclaimed / Number of animals collected] x100	46.26%	50.00%	48.31%	
Service cost *Cost of animal management service* [Direct cost of the animal management service / Number of registered animals]	$47.24	$55.87	$64.50	Cost increase is a result of reviewing the animal pound service according to legislative requirements and putting the service out to tender. The contract was awarded to the Geelong Animal Welfare Society at an increased cost which corresponds to delivering compliant animal pound services.
Health and safety *Animal management prosecutions* [Number of successful animal management prosecutions]	10.00	12.00	12.00	No material variation.
Food Safety				

SERVICE/*INDICATOR*/*MEASURE*	RESULTS 2015	RESULTS 2016	RESULTS 2017	MATERIAL VARIATIONS AND COMMENTS
Timeliness *Time taken to action food complaints* [Number of days between receipt and first response action for all food complaints / Number of food complaints]	0.00	2.72	2.64	From 1 July 2016, 'Time taken to action food complaints' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.
Service standard *Food safety assessments* [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the Food Act 1984 / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the Food Act 1984] x100	92.88%	98.58%	101.28%	
Service cost *Cost of food safety service* [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the Food Act 1984]	$344.88	$367.99	$481.94	Increase due to the use of supplementary labour this financial year to cover staff shortages.
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	97.79%	99.11%	96.48%	From 1 July 2016, 'Critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.
Governance				

SERVICE/*INDICATOR*/*MEASURE*	RESULTS 2015	RESULTS 2016	RESULTS 2017	MATERIAL VARIATIONS AND COMMENTS
Transparency *Council decisions made at meetings closed to the public* [Number of Council resolutions made at ordinary or special meetings of Council, or at meetings of a special committee consisting only of Councillors, closed to the public / Number of Council resolutions made at ordinary or special meetings of Council or at meetings of a special committee consisting only of Councillors] x100	6.32%	6.54%	4.83%	Result reflective of less decisions being made overall and less decisions made in closed meetings.
Consultation and engagement *Satisfaction with community consultation and engagement* [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	54.00	54.00	47.00	The decline in these results (in the *2017 Community Satisfaction Survey)* could be due to the dismissal of the City's council, and a subsequent public reaction to the appointment of administrators, and a perceived loss of community input into council's decision making processes and governance.
Attendance *Councillor attendance at council meetings* [The sum of the number of Councillors who attended each ordinary and special Council meeting / (Number of ordinary and special Council meetings) × (Number of Councillors elected at the last Council general election)] x100	94.76%	92.12%	95.24%	The City has been under three Administrators as opposed to previous years where there were 13 councillors. Attendance has therefore been higher at meetings as there are only three people to attend rather than 13.
Service cost *Cost of governance* [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	$52,814.25	$48,892.85	$186,708.33	The City has been under three administrators as opposed to previous years where there were 13 councillors. The Administrators allowances have been set by the Minister so the City have had no control over this.

SERVICE/*INDICATOR*/*MEASURE*	RESULTS 2015	RESULTS 2016	RESULTS 2017	MATERIAL VARIATIONS AND COMMENTS
Satisfaction *Satisfaction with council decisions* [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community}	57.00	56.00	48.00	The decline in these results (in the *2017 Community Satisfaction Survey)* could be due to the dismissal of the City's council, and a subsequent public reaction to the appointment of administrators, and a perceived loss of community input into council's decision making processes and governance.
Home and Community Care (HACC)				
Timeliness *Time taken to commence the HACC service* [Number of days between the referral of a new client and the commencement of HACC service / Number of new clients who have received a HACC service]	0.00	19.75	Reporting Ceased 1 July 2016	The Local Government Performance Reporting Framework ceased reporting on HACC indicators on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service standard *Compliance with Community Care Common Standards* [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	100.00%	100.00%	Reporting Ceased 1 July 2016	The Local Government Performance Reporting Framework ceased reporting on HACC indicators on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service cost *Cost of domestic care service* [Cost of the domestic care service / Hours of domestic care service provided]	$0.00	$55.84	Reporting Ceased 1 July 2016	The Local Government Performance Reporting Framework ceased reporting on HACC indicators on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Service cost *Cost of personal care service* [Cost of the personal care service / Hours of personal care service provided]	$0.00	$55.84	Reporting Ceased 1 July 2016	The Local Government Performance Reporting Framework ceased reporting on HACC indicators on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.

SERVICE/*INDICATOR*/*MEASURE*	RESULTS 2015	RESULTS 2016	RESULTS 2017	MATERIAL VARIATIONS AND COMMENTS
Service cost *Cost of respite care service* [Cost of the respite care service / Hours of respite care service provided]	$0.00	$55.84	Reporting Ceased 1 July 2016	The Local Government Performance Reporting Framework ceased reporting on HACC indicators on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Participation *Participation in HACC service* [Number of people that received a HACC service / Municipal target population for HACC services] x100	20.17%	19.45%	Reporting Ceased 1 July 2016	The Local Government Performance Reporting Framework ceased reporting on HACC indicators on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Participation *Participation in HACC service by CALD people* [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	16.96%	16.04%	Reporting Ceased 1 July 2016	The Local Government Performance Reporting Framework ceased reporting on HACC indicators on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Libraries				
Utilisation *Library collection usage* [Number of library collection item loans / Number of library collection items]	6.46	5.98	6.12	
Resource standard *Standard of library collection* [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	80.21%	76.98%	73.71%	
Service cost *Cost of library service* [Direct cost of the library service / Number of visits]	$5.02	$4.88	$4.70	

SERVICE/*INDICATOR*/*MEASURE*	RESULTS 2015	RESULTS 2016	RESULTS 2017	MATERIAL VARIATIONS AND COMMENTS
Participation *Active library members* [Number of active library members / Municipal population] x100	17.37%	19.47%	19.28%	No material variation.
Maternal and Child Health (MCH)				
Satisfaction *Participation in first MCH home visit* [Number of first MCH home visits / Number of birth notifications received] x100	98.57%	103.16%	100.94%	
Service standard *Infant enrolments in the MCH service* [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	114.51%	98.31%	101.43%	
Service cost *Cost of the MCH service* [Cost of the MCH service / Hours worked by MCH nurses]	$0.00	$73.93	$75.33	
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	77.72%	75.45%	73.46%	No material variation.
Participation *Participation in the MCH service by Aboriginal children* [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	72.37%	59.20%	73.26%	

SERVICE/*INDICATOR*/*MEASURE*	RESULTS 2015	RESULTS 2016	RESULTS 2017	MATERIAL VARIATIONS AND COMMENTS
Roads				
Satisfaction of use *Sealed local road requests* [Number of sealed local road requests / Kilometres of sealed local roads] x100	57.99	56.45	94.10	Significant increase in requests due to much higher than average rainfall in July–October 2016. 60% of the requests received for the year came in these four months.
Condition *Sealed local roads maintained to condition standards* [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	98.28%	93.67%	91.98%	
Service cost *Cost of sealed local road reconstruction* [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	$281.29	$176.15	$213.27	There were six jobs completed in the road rehabilitation program in 2016–17. One of these jobs cost significantly more than original estimates. Extreme rain events caused significant rework of the pavement, additionally, a water main burst during construction causing further damage to the pavement subgrade which required rework and caused delays to the construction of the road.
Service cost *Cost of sealed local road resealing* [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	$11.13	$18.81	$16.92	
Satisfaction *Satisfaction with sealed local roads* [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	56.00	54.00	47.00	The City maintains 1,796 km of sealed roads (the distance from Geelong to the Gold Coast), and 434.5 km of unsealed roads. The City also faces unprecedented demand for new infrastructure – such as roads – to cope with rising population growth in areas such Armstrong Creek, Warralily and areas of the Bellarine Peninsula.
Statutory Planning				

SERVICE/*INDICATOR*/*MEASURE*	RESULTS 2015	RESULTS 2016	RESULTS 2017	MATERIAL VARIATIONS AND COMMENTS
Timeliness *Time taken to decide planning applications* [The median number of days between receipt of a planning application and a decision on the application]	58.00	62.00	65.00	
Service standard *Planning applications decided within required time frames* [(Number of regular planning application decisions made within 60 days) + (Number of VicSmart planning application decisions made within 10 days) / Number of planning application decisions made] x100	81.02%	76.00%	73.57%	From 1 July 2016 this indicator was updated to include VicSmart planning applications which should be assessed within 10 days. This may result in some variances year on year.
Service cost *Cost of statutory planning service* [Direct cost of the statutory planning service / Number of planning applications received]	$1,598.39	$1,640.70	$1,973.37	
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	54.17%	78.57%	61.54%	A similar number of VCAT decisions were made this financial year, however more of these decisions were set aside compared to 2015–16.
Waste Collection				
Satisfaction *Kerbside bin collection requests* [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	176.73	161.31	194.37	Bin repair requests have risen by 3,500 in the past 12 months, which is an indicator of the aging bins - an expected outcome under asset management principles.

SERVICE/*INDICATOR*/*MEASURE*	RESULTS 2015	RESULTS 2016	RESULTS 2017	MATERIAL VARIATIONS AND COMMENTS
Service standard *Kerbside collection bins missed.* [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000.	5.32	9.09	9.21	
Service cost *Cost of kerbside garbage bin collection service* [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	$97.97	$99.75	$101.24	
Service cost *Cost of kerbside recyclables collection service* [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	$19.92	$25.67	$25.70	
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	55.78%	54.65%	56.32%	No material variation.

GOVERNANCE

COUNCIL INFORMATION

The role of Council

Council operates under the *Local Government Act 1989* and is elected to provide leadership and good governance for the municipality and the local community.

Council has a number of roles including:

- taking into account the diverse needs of the local community in decision-making
- providing leadership by establishing strategic objectives and monitoring achievements
- ensuring that resources are managed in a responsible and accountable manner
- advocating the interests of the local community to other communities and governments
- fostering community cohesion and encouraging active participation in civic life.

Council meetings and attendance

A new schedule of Council meetings was established in 2016–17, including the addition of new community engagement meetings. These meetings, held by the administrators and chaired by Dr Kathy Alexander, were held across the region to give the community a chance to become directly involved in local government planning and decision making. Over 470 residents participated in the nine community engagement meetings held in 2016–17.

Ordinary Council meetings continued to be held on the fourth Tuesday of the month and were also open to the public, again providing an opportunity for residents to ask questions during Question Time. There were 12 ordinary meeting of Council and two special Council meetings held during 2016–17.

The attendance record of councillors and administrators is set out in the following table.

Administrator attendance

NAME	ORDINARY
Dr K Alexander (Administrator)	11
L Gardner (Administrator)	11
P Dorling (Administrator)	12

Administrator allowances

The following is a list of the administrators allowances for 2016–17.

NAME	ALLOWANCE
Dr K Alexander (Administrator)	$258,610
L Gardner (Administrator)	$135,464
P Dorling (Administrator)	$135,464

Administrator expenses

The following is a list of administrator expenses for 2016–17.

	COMMUNICATIONS	CORPORATE COSTS	FUNCTION ATTENDANCE	TAXI TRAVEL	TRAINING AND DEVELOPMENT	TRAVEL AND ACCOMMODATION	VEHICLE TRAVEL CLAIM	GRAND TOTAL
Dr Kathy Alexander	10.22	2,119.49	842.40	480.87		12,564.80		16,017.78
Laurinda Gardner	-79.82	1,012.27	885.13		400.00	8,008.76		10,226.34
Peter Dorling	-16.52	251.15	1,137.20	59.51		2,738.32	168.31	4,337.97
Grand Total	**-86.12**	**3,382.91**	**2,864.73**	**540.38**	**400.00**	**23,311.88**	**168.31**	**30,582.09**

Council special committees

The following is a list of the special committees established by council.

SPECIAL COMMIITTEES	PURPOSE
Potato Shed Committee of Management	Established to ensure the appropriate long-term management and promotion of the Potato Shed.
Selection Committee – Chief Executive Recruitment	Established to oversee the recruitment of Chief Executive Officers (this committee only operates periodically).
Planning Committee	Established to consider and determine upon Planning Permit Applications which have been called in by a Councillor.

SPECIAL COMMIITTEES	PURPOSE
Development Hearings Panel	Established to consider and determine upon Planning Permit Applications which are referred either by a Councillor or Planning Officers, or which are recommended for refusal, or which have six or more objections lodged.
Geelong Major Events Committee	Established to co-ordinate all issues related to the attraction, assistance and funding of events on behalf of Council
Central Geelong Marketing Committee	Established to market and promote Central Geelong in a co-ordinated and integrated manner, aimed at enhancing its economic and social viability and its general amenity.
Performance Review Committee – Chief Executive	Established to undertake a performance assessment of the Chief Executive Officer in accordance with the terms of the contract.

Conflict of interest

Councillors are elected by the residents and ratepayers to act in the best interests of the community. This is a position of trust that requires councillors to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it. Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council meetings.

Councillor Code of Conduct

On 28 June 2016, the Administrators adopted a revised *Councillor Code of Conduct*. This is a public declaration that Councillors at the City of Greater Geelong are committed to:

- the principles of good governance
- ensuring appropriate conduct and ethical engagement
- discharging their responsibilities to the best of their skill and judgment
- working together in the best interests of the people within the municipality
- securing a sustainable future for our community
- enhancing the health, social wellbeing, economic prosperity and quality of life of the Greater Geelong community.

Within three months of being elected as a councillor, each councillor must make a written declaration witnessed by the Chief Executive Officer stating they will abide by the code.

Within one month of any amendment to the code being approved by Council, each councillor must make a written declaration witnessed by the Chief Executive Officer stating that they will abide by the amended code.

AUDIT AND RISK COMMITTEE

The Audit and Risk Committee's role is to oversee and monitor the effectiveness of Council in carrying out its responsibilities for accountable financial management, good corporate governance, maintaining an effective system of internal control, risk management and fostering an ethical environment.

The State Government appointed three Administrators to the City of Greater Geelong Council in May 2016, the Audit and Risk Committee meetings are therefore attended by three independent members and one Administrator.

The Audit and Risk Committee consists of independent members Mr Geoff Harry (Chair), Ms Lisa Tripodi and Mr John Watson, with Administrator Ms Laurinda Gardner. Independent members are appointed for a three-year term, with a maximum of two terms. The chair is elected from amongst the independent members.

The Audit and Risk Committee meets five times a year. The Corporate Internal Auditor, Executive Manager Governance and Legal, and the Chief Executive Officer attend all meetings.

The Director Finance and Strategy, Manager Finance, and Executive Manager People and Organisation Development attend all meetings by invitation to assist the committee.

Other management representatives attend as required to present reports. The external auditors attend each meeting, however in May and August each year they present the audit plan and independent audit report.

The opportunity is provided for the Audit and Risk Committee to meet separately with the Corporate Internal Auditor and the Chief Executive Officer at each meeting.

Minutes from each Audit and Risk Committee meeting are subsequently reported to, and considered by Council.

Internal Audit

Council's internal audit function provides independent and objective assurance that the appropriate processes and controls are in place across Council. The department is jointly resourced by an in-house Corporate Internal Auditor, who has extensive local government experience and an external provider.

A risk based three-year *Strategic Internal Audit Plan* (SIAP) is revised annually to ensure the audit resources remain focused on the appropriate areas. The review process considers council's risk framework, the City Plan, the impact of any change on operations, systems or the business environment, prior audit coverage and outcomes, and management input. The SIAP is reviewed and approved by the Audit and Risk Committee annually.

The Corporate Internal Auditor and the external provider attends each Audit and Risk Committee meeting to report on the status of the SIAP, to provide an update on the implementation of audit recommendations and to present findings of completed reviews. The responsible director and manager for each area reviewed are required to attend the Audit and Risk Committee meeting to respond to questions in relation to the review. All audit issues identified are risk rated.

Recommendations are assigned to the responsible manager and tracked in Council's performance management system. Managers provide quarterly status updates that are reviewed by the Corporate Internal Auditor and reported to the Executive Leadership Team and the Audit and Risk Committee.

The SIAP for 2016–17 was completed with the following reviews conducted:

- animal management
- building maintenance
- payroll
- fuel management
- cash receipting and handling
- fraud management
- procurement (under tender threshold)
- organisational risk management
- road management
- privacy and data protection management
- VicRoads confidentiality.

External Audit

Council is externally audited by the Victorian Auditor-General. For the 2016–17 year, the annual external audit of council's Financial Statements and Performance Statement was conducted by the Victorian Auditor-General's representative.

The external auditors attend the May and August Audit Committee meetings to present the annual audit plan and independent audit report. The external audit management letter and responses are also provided to the Audit and Risk Committee.

Risk Management

In June 2015, council adopted the *Risk Management Framework and Policy* in line with current best practice in the management of business enterprise risks and current AS/NZS 31000 guidelines. The *Risk Management Framework and Policy* addresses items such as:

- risk management culture and branding
- communication and training
- best practice in risk management
- responsibilities of and to internal and external stakeholders
- risk registers and risk management software development
- the Council planning cycle, budget cycle and annual audit cycle
- a performance measurement system to determine the effectiveness of the framework.

GOVERNANCE AND MANAGEMENT CHECKLIST

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist as at 30 June 2017.

	GOVERNANCE AND MANAGEMENT ITEM	REQUIRED	YES NO	DATE IF YES (SINGLE ITEM/DATE)	DATE IF YES (MULTIPLE ITEMS/DATES)	REASON(S) IF ANSWER IS NO COMMENTARY OR LINK TO DOCUMENT IF ANSWER IS YES
GC1	Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Current policy in operation	Yes	08/07/2014		A revised *Community Engagement Policy* was adopted post 30 June 2017 (25/07/2017).
GC2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation	Yes	02/06/2014		Revised *Community Engagement Guidelines* were adopted post 30 June 2017 (25/07/2017).
GC3	Strategic Resource Plan (plan under section 126 of the Act outlining the financial and non-financial resources required for at least the next four financial years)	Plan adopted in accordance with section 126 of the Act	Yes	27/06/2017		
GC4	Annual budget (plan under section 130 of the Act setting out the services to be provided and initiatives to be undertaken over the next 12 months and the funding and other resources required)	Budget adopted in accordance with section 130 of the Act	Yes	27/06/2017		

GOVERNANCE AND MANAGEMENT ITEM		REQUIRED	YES NO	DATE IF YES (SINGLE ITEM/DATE)	DATE IF YES (MULTIPLE ITEMS/DATES)	REASON(S) IF ANSWER IS NO COMMENTARY OR LINK TO DOCUMENT IF ANSWER IS YES
GC5	**Asset management plans** (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Current plans in operation	Yes		Council Asset Policy 1/9/2012 Fleet (1/1/2006) IT (1/9/2012) Buildings (1/1/2012) Road Network (1/9/2013) Footpath (1/3/2012) Road Bridges, Footpaths and Major Culverts (1/8/2013) Drainage (14/8/2007)	
GC6	**Rating strategy** (strategy setting out the rating structure of Council to levy rates and charges)	Current strategy in operation	Yes	27/06/2017		
GC7	**Risk policy** (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation	Yes	1/06/2015		
GC8	**Fraud policy** (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation	Yes	17/07/2013		The *Fraud Control and Reporting Policy* will be updated in the coming financial year following a *Fraud Management Audit Review* in 2016–17.
GC9	**Municipal emergency management plan** (plan under section 20 of the Emergency Management Act 1986 for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the Emergency Management Act 1986	Yes	1/11/2016		An updated *Municipal Emergency Management Plan* was adopted by Council post 30 June 2017 (22/8/17).

	GOVERNANCE AND MANAGEMENT ITEM	REQUIRED	YES NO	DATE IF YES (SINGLE ITEM/DATE)	DATE IF YES (MULTIPLE ITEMS/DATES)	REASON(S) IF ANSWER IS NO COMMENTARY OR LINK TO DOCUMENT IF ANSWER IS YES
GC10	Procurement policy (policy under section 186A of the Local Government Act 1989 outlining the matters, practices and procedures that will apply to all purchases of goods, services and works)	Prepared and approved in accordance with section 186A of the Local Government Act	Yes	28/06/2016		
GC11	Business continuity plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation	Yes	16/05/2011		Plan currently being reviewed.
GC12	Disaster recovery plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation	Yes	25/06/2014		Plan currently being reviewed.
GC13	Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation	Yes	1/06/2015		

	GOVERNANCE AND MANAGEMENT ITEM	REQUIRED	YES / NO	DATE IF YES (SINGLE ITEM/DATE)	DATE IF YES (MULTIPLE ITEMS/DATES)	REASON(S) IF ANSWER IS NO COMMENTARY OR LINK TO DOCUMENT IF ANSWER IS YES
GC14	Audit Committee (advisory committee of Council under section 139 of the Act whose role is to oversee the integrity of a Council's financial reporting, processes to manage risks to the Council's operations and for compliance with applicable legal, ethical, and regulatory requirements)	Committee established in accordance with section 139 of the Act	Yes	13/12/2016		The current *Audit and Risk Committee Charter* was approved by Council on 13 December 2016.
GC15	Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged	Yes	7/12/2016		
GC16	Performance reporting framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 131 of the Act)	Current framework in operation	Yes	26/06/2013		
GC17	Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report	No			The City reports quarterly on actions committed to in the annual update of the Council Plan, however due to the nature of the Council Plan indicators these are only reported annually. An operational indicators report tracking Council performance is produced monthly.

GOVERNANCE AND MANAGEMENT ITEM		REQUIRED	YES NO	DATE IF YES (SINGLE ITEM/DATE)	DATE IF YES (MULTIPLE ITEMS/DATES)	REASON(S) IF ANSWER IS NO COMMENTARY OR LINK TO DOCUMENT IF ANSWER IS YES
GC18	Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Quarterly statements presented to Council in accordance with section 138(1) of the Act	Yes		Quarterly Statement No.1 6/9/16 - June Qtr Statement No.2 22/11/16 - Sept Qtr Statement No.3 28/2/17 - Dec Qtr Statement No.4 23/5/17 - Mar Qtr	
GC19	Risk reporting (six-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Reports prepared and presented	No			The City has an operational risk register and reports are provided quarterly to the Audit and Risk Committee.
GC20	Performance reporting (six-monthly reports of indicators measuring the results against financial and non-financial performance, including performance indicators referred to in section 131 of the Act)	Reports prepared and presented	Yes		Half yearly 31/12/2016 and 30/6/2017	
GC21	Annual report (annual report under sections 131, 132 and 133 of the Act to the community containing a report of operations and audited financial performance statements)	Annual report considered at a meeting of Council in accordance with section 134 of the Act	Yes	25/10/2016		

	GOVERNANCE AND MANAGEMENT ITEM	REQUIRED	YES NO	DATE IF YES (SINGLE ITEM/DATE)	DATE IF YES (MULTIPLE ITEMS/DATES)	REASON(S) IF ANSWER IS NO COMMENTARY OR LINK TO DOCUMENT IF ANSWER IS YES
GC22	**Councillor Code of Conduct** (Code under section 76C of the Act setting out the conduct principles and the dispute resolution processes to be followed by Councillors)	Code of Conduct reviewed in accordance with section 76C of the Act	Yes	28/06/2016		
GC23	**Delegations** (a document setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff)	Delegations reviewed in accordance with section 98(6) of the Act	Yes	27/09/2016		
GC24	**Meeting procedures** (a local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the Act	Yes	24/09/2013		The *Meeting Procedures Local Law* is under review and a new Local Law is expected to be in operation in September 2017.

I certify that this information presents fairly the status of Council's governance and management arrangements.

Kelvin Spiller
Chief Executive Officer
Dated: 5 September 2017

Dr Kathy Alexander
Administrator Chair
Dated: 5 September 2017

STATUTORY INFORMATION

Information privacy

The City is committed to protecting people's right to privacy and the responsible and fair handling of personal information, consistent with the *Privacy and Data Protection Act 2014* and *Health Records Act 2001.*

Council has policies in place which set out the requirements for the management and handling of personal information. The policies are public documents which are available on request or via Council's website.

Freedom of Information

The *Freedom of Information (FOI) Act* gives the community the right to access information in the possession of Council.

Importantly, it provides access to information about the operation of Councils, particularly the rules and practices which affect members of the public in their dealings with Council.

This general right of access to information is limited only by exceptions and exemptions which have been prescribed to protect essential public interests, and the private or business affairs of people about whom information is held by the City.

In keeping with the spirit of the legislation, Councils are expected, as far as possible, to facilitate and promote the disclosure of information promptly and at the lowest reasonable cost. For more information regarding freedom of information, please refer to the City's website.

In the period from 1 July 2016–30 June 2017, the City received a total of 35 freedom of information requests. Of those, 19 were granted full or partial access, three were denied and ten were either not pursued or not processed. There were three outstanding requests as at 30 June 2017.

Protected Disclosure Act 2012

The main purposes of the Act are to:

- encourage and facilitate disclosures of improper conduct or detrimental action by public officers and public bodies
- protect persons making those disclosures
- provide for confidentiality for the content of the disclosures and the identity of the complainant
- provide for matters disclosed to be properly investigated and dealt with.

For Council to consider allegations there must be reasonable evidentiary grounds for the belief that improper or corrupt conduct has occurred in an official capacity, which involves substantial:

- mismanagement of public resources
- risk to public health and safety or the environment, or
- corruption.

This conduct must be criminal in nature or a matter for which an officer could be dismissed.

In accordance with the requirements of Section 58 of the Act, the City has established procedures to facilitate the making of disclosures – for investigations of disclosed matters and protection of persons from reprisals by the public body or any member, officer or employee of the public body because of disclosures.

During the financial year to 30 June 2017, there was one complaint or allegation received that was made against City staff for improper or corrupt conduct pursuant to the provisions of the Act. The matter was referred to Independent Broad-based Anti-corruption Commission (IBAC) to investigate and make a determination.

Documents available for public inspection

Pursuant to the *Local Government Act 1989* (the Act), Councils are required to keep statutory registers and documents which can be viewed on request, or in certain cases, on application. Relevant documents include:

- Details of overseas or interstate travel (with the exception of interstate travel by land for less than three days) undertaken in an official capacity by any councillor or member of Council staff in the previous 12 months, including:
  - the names of the Councillor or member of Council staff
  - the dates on which the travel began and ended
  - the destination of the travel
  - the purpose of the travel
  - the total cost to the Council of the travel, including accommodation costs.

- Agendas for, and minutes of, ordinary and special meetings held in the previous 12 months which are kept under Section 93 of the Act, other than those agendas and minutes relating to a part of a meeting which was closed to members of the public under Section 89 of the Act and are confidential information within the meaning of Section 77(2) of the Act.
- The minutes of meetings of special committees established under Section 86 of the Act and held in the previous 12 months, other than those minutes relating to a part of a meeting which was closed to members of the public under Section 89 of the Act and are confidential information within the meaning of Section 77(2) of the Act.
- A register of delegations kept under Sections 87(1) and 98(4) of the Act, including the date on which the last review took place under Sections 86(6) and 98(6), respectively, of the Act.
- Details of all leases involving land, which were entered into by the Council as lessor, including the lessee and the terms and the value of the lease.
- A register maintained under Section 224(1A) of the Act of authorised officers appointed under that section.
- A list of donations and grants made by the Council in the previous 12 months, including the names of persons who, or bodies which, have received a donation or grant and the amount of each donation or grant.

Categories of documents

The City holds a range of documents relating to the management and delivery of a wide range of services to the community. The categories of documents include:

- agendas and minutes of meetings
- council resolutions
- permits and applications
- investigations, correspondence, complaints and consultations with communities or groups, businesses and other government agencies
- strategic planning and monitoring of performance targets
- internal policy and procedural documents, including details of development and implementation
- internal administrative and operational documents, including personnel records, financial and resource management records, audit records and internal operating procedures
- tender evaluations
- legal documents
- reports prepared by external consultants and documents submitted by third parties
- training materials
- media releases and general advertising
- risk management assessments.

Contracts entered into as a result of an emergency

Section 186 of the *Local Government Act 1989* describes restrictions on power to enter into contracts. Section 186(5a) states that this does not apply if 'the Council resolves that the contract must be entered into because of an emergency'.

In 2016–17, the City did not enter into any contracts without going to tender as a result of an emergency.

Charter of Human Rights and Responsibilities

In June 2006 the Victorian Parliament passed the *Charter of Human Rights and Responsibilities Act 2006* (Vic). This Charter came into effect on 1 January 2008.

The Charter enshrines civil and political rights and some cultural rights into Victorian Law while promoting and protecting principles of freedom, respect, equality and dignity.

The City conducted training on the Victorian Charter and Human Rights Responsibility as part of a suite of compulsory compliance training. Those with access to this on-line training achieved an 84 per cent compliance rate.

Local Laws

At 30 June 2017, the following Local Laws remain current.

Neighbourhood Amenity Local Law 2014

This law regulates activities of people and provides standards and conditions for specified activities to protect people in, or the environment of, the municipal district.

Council Meeting Procedures Local Law 2013

This law relates to meetings of the Greater Geelong City Council and special committees. The objectives include:

- to facilitate the orderly conduct of meetings of Council
- to regulate and control the use of the Common Seal of the Council
- to facilitate the good government of the City and ensure that the Council's decisions are made in the best interests of the people
- to regulate proceedings for the election of the deputy mayor
- to regulate proceedings at meetings of the City
- to promote and encourage community participation in the government of the City of Greater Geelong.

DOMESTIC ANIMAL MANAGEMENT PLAN UPDATE

Council has a legal obligation under the Domestic Animals Act 1994 to produce a four-year Domestic Animal Management Plan and to evaluate its implementation in the annual report.

The *Domestic Animal Management (DAM) Plan 2013–2017* was adopted by Council on 22 October 2013 following an extensive engagement period.

A new *Dogs in Public Places Policy* (DPPP) was also approved, which detailed an extensive new range of on-leash and off-leash areas across the municipality. The DPPP was gazetted as an order under Section 26(2) of the *Domestic Animals Act 1994* on 21 November 2013, which enshrined the policy into law.

In developing the 2013–2017 plan, the City consulted with the community to gain an understanding of community expectations in relation to animal management. The basis of this plan has been formed from a range of data gathered from animal behaviourists, staff experience, and observations and responses from community consultations which determined the need for Council to be specific when setting objectives and actions.

The City's DAM Plan for 2013–2017 provides the framework to work with the community to ensure our services are sufficient for the growing population of pets.

The City has one of the largest dog and cat populations of any Victorian municipality with 40,873 registered pets as of June 2016 and consists of 31,246 registered dogs and 9,627 registered cats.

The actions of the DAM Plan and the *Dogs in Public Places Policy* in the 2016–17 financial year have included:

- undertaking regular random patrols to intercept dogs at large in the interest of community safety
- ongoing review of compliance strategy, including a process to return registered dogs found at large back to their owners on the same day, bypassing the impounding process
- ongoing rollout of the installation of dog control signage program throughout the municipality
- providing responsible pet ownership information to the community during organised events and regular media articles
- undertaking patrols using a utility vehicle for compliance patrols on beaches and shared pathways
- launching the City's *Park Your Pet* app, which provides a multitude of functions for pet owners including payments channels, advice, directions to on-leash and off-leash areas, pet selection, lost dogs page, bulletins board, etc
- undertaking the community consultation for the next iteration of the DAM Plan for 2017–21 due in the final quarter of 2017
- conducting a discounted desexing program with participating vets during July 2016, resulting in the desexing, registration and microchipping of almost 400 cats and kittens.

Key areas of focus for the next 12 months will include:

- introducing the 2017–21 DAM Plan
- increasing rates for domestic animals returned to their owners thereby reducing the number of animals being impounded
- employing a community and engagement officer in animal management
- digital solution for impoundment and releasing of impounded animals, including enhanced lost and found information
- investigating new ways to promote responsible pet ownership, such as education programs for senior school students and branding on our vehicles
- continuing to develop strategies to reduce the number of animals that are taken to the pound, including the introduction of season registration tags for those visitors who bring their pets with them on holidays to the Geelong region and day holding pens at the pound
- developing a range of community programs to promote the benefits and enjoyment of pet ownership
- developing a raft of educational material for the community regarding pets including visitations to schools
- providing advice on pet selection to potential pet owners to match their lifestyle with the characteristics of a suitable pet

- continuing to look at a range of support and assistance packages for the pets of owners experiencing a range of issues including domestic violence, palliative care and homelessness
- further development on the *Park Your Pet* app relating to dogs within the City.

DISABILITY ACTION PLAN

In accordance with the *Victorian Disability Act 2006*, the City has developed a series of Disability Action Plans (DAP) since 2002. Reporting is based on the four *Disability Act 2006* Section 38 reporting areas:

- promoting inclusion and participation in the community of persons with a disability
- reducing barriers in accessing goods, services and facilities
- reducing barriers to obtaining and maintaining employment
- achieving tangible changes in attitudes and practices that discriminate against persons with a disability.

Highlights of the current action plan include:

Community Partnerships

The RECHARGE Scheme has undergone a comprehensive review, and to date 12 new sites have been registered. There are now 33 registered sites where local businesses and organisations have agreed to making a power point available free of charge for use by people using electric mobility devices. These points show the importance of building inclusive communities and promoting community capacity. 10,000 brochures with information on the points were distributed at each RECHARGE point, the City's customer service centres, tourist information kiosks, libraries and businesses in Geelong. The four electric wheelchair and scooter retailers with RECHARGE points will be added to the updated brochures.

Community Mobility Access Directory

The Mobility Access Directory was created to give information to the community on access to businesses in the Central Geelong and Geelong West business precincts. The database was reviewed in 2016–17, with new businesses added to the database. The online directory provides accessibility details of each business, and can be searched by retailer, business, or professional service, as well as keywords to search for the location.

The directory lists details such as wheelchair accessibility, closeness to public transport, the width of doorways, how many steps to negotiate and other relevant information. The website is helpful to all, including people who use mobility aids and parents with prams.

Geelong Accessibility Map

In this successful partnership between a community disability agency (Barwon Disability Resource Council – BDRC) and the City, an accessibility map of Central Geelong and the Waterfront was developed and made available to the public. It is worth noting that the partnership successfully continues, with BDRC continuously updating the accessibility map which appears on the Geelong Australia website. Progressive iterations of the map are printed by BDRC, with the City's Information Services making the electronic version available for production in hard copy.

Motorised Mobility Devices 2017

This publication of a practical guide is offered to the public with information on the safe use of Motorised Mobility Devices. It gives information on a range of resources, tips and linkages to assist people while out and about. Aimed at assisting people using mobility devices in the community setting, a range of resources is published to assist owners of motorised mobility devices.

Braille printer

The City purchased a modern Braille embosser/printer which is now housed at the Geelong Library and Heritage Centre. The embosser makes Braille documents accessible to all as it can be operated by a Braille user. The visibility of the machine in a public space also increases staff capacity and increases disability awareness for members of the community visiting the library.

Changing places and adult change facilities

The City has been engaged in providing change facilities since 2011, when an adult change facility was installed in the Vines Road Community Hub. Since then further installations have taken place in a family and child care facility, and the Geelong Library and Heritage Centre and Leisurelink Aquatic and Recreation Centre, and both Adult Change Facilities on that site are reported to be in constant use. Further installations are planned for community centres and community hubs.

An application for State Government funding has been made to construct changing places near Waterfront Geelong.

Disability Action Plan 2017-20

The new *Disability Action Plan* is currently under development, and an external Consultant has been engaged to consult within the City and externally in the community. The *Disability Action Plan* is regularly reviewed by the advisory committees. Following a highly productive session with City senior staff in September 2016, the consultant has been seeking formal feedback from both internal and external sources to produce the next *Disability Action Plan*, and the Disability Access and Inclusion Reference Group will review the draft document before it goes out for public comment.

The new *Disability Action Plan* is expected to be lodged with the Australian Human Rights Commission later in 2017, and produce a publication to advise the public of the latest actions of the plan to make Geelong an increasingly accessible City.

Disability Access and Inclusion Reference Group

Previously two advisory groups were hosted by the City - the Disability Advisory Group and Street Access Advisory Group. These groups played an advisory role to the City in developing the *Disability Action Plan*, and promotion and receiving progress reports on actions. These groups were concluded at the end of 2016, marking 14 and 15 years respectively with volunteers offering their expertise on access and accessibility.

A new Disability Access and Inclusion Reference Group was inaugurated in February 2017. Reference group members continue their role with the *Disability Action Plan*. All have a lived experience of disability, with expertise in architecture, access consulting, teaching, specialised sports coaching/training, advocacy, and long-term work in the disability field.

Examples of items currently being progressed by the reference group are:

- Liveable Housing – Brian Kidd is a strong advocate of planning housing at the time of construction to future proof for both people with disability and an ageing population. Simple items such as flat entry to the home, wide doorways and hallways, and an accessible bathroom on the ground floor, make an important difference for people with mobility issues (living in the home or visiting) and anyone who may use motorised mobility devices or manual wheelchairs. The City offered assistance in support of the project and promoting the concept with local builders.
- Reference group member Oliver Lynch successfully sought a small community grant from the City in order to produce a prototype shopping trolley. The prototype trolley includes baskets able to be accessed by people with short stature, and a fold-down step to enable access to higher supermarket shelving. Following a great deal of positive feedback, a grant application has gone in to a national body to produce and promote the shopping trolley. The City is fully supportive of lending expertise and support to this innovative Geelong project that arose from the work of the reference group.

Disability Access Budget Working Group 2016-17

As identified in the *Disability Action Plan*, this cross-organisational working group continues to meet regularly to liaise and agree on audits and individual projects. In line with creating an accessible and inclusive Geelong, larger projects carried out in the last financial year included:

- North Geelong Football Club – installing a ramp
- Fairlie Lodge – upgrading toilets and constructing compliant accessible toilets, new front entry ramp, upgrade rear entry and foyer, ramp and railings and signage, new accessible parking bay
- Barwon Heads Seniors – upgrading all toilets, front entry and dividing doors
- Ceres Hall – upgrading all toilets and front entry area
- Leisuretime Centre – new accessible toilets, male and female
- Leisurelink Aquatic and Recreation Centre – installing new adult change facility including adult adjustable change table and track hoist.

Diversity

The City is currently developing a *Diversity and Inclusion Action Plan* which will progress equal access to employment across the region.

Victorian Disability Awards – Department of Health and Human Services (DHHS)

The City was delighted to nominate Liz Spurdle, a person with a lived experience of disability who has volunteered in an advisory capacity for 14 years on the Disability Advisory Committee and 15 years on the Street Access Advisory Committee. We appreciate the long-term dedication as a consultant to promote access and inclusion in the community.

DEVELOPMENT CONTRIBUTIONS PLAN PROGRESS REPORT

A Development Contributions Plan (DCP) is a mechanism used to fund infrastructure requirements in new developments and apply a levy to stakeholders for contributions as allowed for under the *Planning and Environment Act (1987)*.

Development contributions represent a cash contribution or works in-kind credit, that is applied across all developable land to ensure that all developers are funding the required infrastructure to service these large development areas.

A DCP specifies the type of infrastructure to be provided, shows cost and apportionment and allows Council to collect development contribution levies.

There are two types of levies, development infrastructure levy which collects funds for intersections, drainage, community and recreation/sporting projects calculated on a per hectare basis, and a community infrastructure levy which will fund community sports pavilions (rate capped at $1,150 per dwelling).

The City currently has seven active DCPs. These seven DCPs total $485 million in total project value to the City over their expected 20 year life span.

DCP01 Armstrong Creek North East Industrial Precinct

On 3 June 2010 the *North East Industrial Precinct Development Contributions Plan* was incorporated into the *Greater Geelong Planning Scheme*. Development is yet to commence in this precinct.

DCP02 Jetty Road Urban Growth Area Stage 1

On 23 February 2012 the *Jetty Road Urban Growth Development Contributions Plan* was incorporated into the *Greater Geelong Planning Scheme*.

The Jetty Road stage one development is significantly advanced with Baywater, Bayview, Coriyule and Curlewis Parks (South) estates underway and with Bellaview and Curlewis Parks (North) estates complete.

The City has collected community infrastructure levies for 1,019 dwellings in total, with 169 lots during 2016–17.

The City is undertaking detailed design of the Portarlington Road and Tivoli Drive intersection, which will be a crucial link for the residents to the Jetty Road Growth Area and Clifton Springs. Griggs Creek rehabilitation and revegetation works are well advanced, with exotic tree removal and fencing complete along the majority of both sides of the creek. The land acquisition process has commenced for land to accommodate the new north-south collector road.

DCP03 Armstrong Creek East Precinct

On 12 July 2012 the *Armstrong Creek East Precinct Development Contributions Plan* was incorporated into the *Greater Geelong Planning Scheme*.

The first large commercial centre in Armstrong Creek on Barwon Heads Road is currently under construction. Development is progressing on multiple fronts with Warralily and Promenade estates near Barwon Heads Road and Coast estate on the Surf Coast Highway. Works in-kind infrastructure contribution, including award winning Armstrong Creek drainage and waterway improvement works, intersections along W Boulevard at Surf Coast Highway and Horseshoe Bend Road and works are beginning on the sports ground. The City has commenced work on the community pavilion facilities located in the sports ground adjoining the commercial and education centres. Horizon Cove are nearing completion of their estate and Armstrong Waters are also progressing development to the west of Barwon Heads Road.

Council has collected community infrastructure levies for 2,141 dwellings in total, 383 lots during 2016–17.

DCP04 Armstrong Creek West Precinct

On 7 March 2013 the *Armstrong Creek West Precinct Development Contributions Plan* was incorporated into the *Greater Geelong Planning Scheme*.

Armstrong @Mt Duneed has continued developing west of Surf Coast Highway contributing the intersection at Surf Coast Highway and Unity Drive, a wetland retarding basin and shared path.

The City has collected community infrastructure levies for 911 dwellings in total, 320 lots during 2016–17.

DCP05 Horseshoe Bend Precinct

On 27 November 2014 the *Horseshoe Bend Precinct Development Contributions Plan* was incorporated into the *Greater Geelong Planning Scheme*.

Watermark and Charlemont Rise estates have released their initial stages with works in-kind contributions towards

stormwater infrastructure and shared paths. Ashbury estate is set to release their first stages later this year.

The City has received community infrastructure levies for 141 dwellings in total.

DCP06 Armstrong Creek Town Centre Precinct

Armstrong Creek Town Centre Development Contributions Plan was approved by the Minister for Planning on 23 October 2014. The DCP includes eight intersections, shared paths, drainage works and contribution towards the construction of a regional library. Development is yet to commence on this precinct.

DCP07 Lara West Urban Growth Area

On 17 July 2014 the *Lara West Development Contributions Plan* was incorporated into the *Greater Geelong Planning Scheme*.

Manzeene Village has commenced development to the north of Patullos Road.

The City has received community infrastructure levies for 28 lots during 2016–17 with 3.4 ha developed.

The land acquisition process has commenced to provide land for the upgrade of the intersection of Elcho, Patullos and O'Hallorans Roads.

MINISTERIAL REPORTING REQUIREMENTS

Total DCP levies received in 2016–17

DCP NAME AND YEAR APPROVED	LEVIES RECEIVED IN 2016–17 FINANCIAL YEAR ($)
DCP01 Armstrong Creek North East Industrial Precinct 2010	-
DCP02 Jetty Road Stage 1 2012	535,147
DCP03 Armstrong Creek East Precinct 2012	2,391,405
DCP04 Armstrong Creek West Precinct 2013	320,250
DCP05 Horseshoe Bend 2014	127,464
DCP06 Armstrong Creek Town Centre 2014	-
DCP07 Lara West 2014	25,704
Total	**3,399,970**

DCP land, works, services of facilities accepted as works in-kind in 2016–17

DCP NAME AND YEAR APPROVED	PROJECT ID	PROJECT DESCRIPTION	ITEM PURPOSE	PROJECT VALUE ($)
DCP03 Armstrong Creek East Precinct 2012	DI_DR_2	Armstrong Creek drainage and waterway improvement works - Section 2 (Barwon Heads Road to Horseshoe Bend Road)	Water quality and environmental enhancement works	1,493,909
DCP04 Armstrong Creek West Precinct 2013	DI_LA_1	Drainage works - Wetland/retarding basins (property 1) - land	Land designated for stormwater and drainage management	642,306
DCP04 Armstrong Creek West Precinct 2013	DI_DR_10	Drainage works - Wetland/retarding basins (WLRB4) - construction	Water quality and environmental enhancement works	1,368,245
DCP04 Armstrong Creek West Precinct 2013	DI_TR_2	Shared path network - Off-road	Shared pedestrian and bicycle transport link	102,801
DCP04 Armstrong Creek West Precinct 2013	DI_RO_5	Intersection - Surf Coast Hwy and Main Street (MAC)	Traffic control	2,546,778
DCP05 Horseshoe Bend 2014	DI_DR_3	Drainage works - Reserve Road Retarding Basin to Barwon Heads Road Retarding Basin - Construction of pipeline	Underground drainage infrastructure	3,003,847
DCP05 Horseshoe Bend 2014	DI_TR_1	Shared path network – Off-road	Shared pedestrian and bicycle transport link	22,182
Total				**9,180,068**

Total DCP contributions received and expended to date (for DCPs after 2016)

DCP NAME AND YEAR APPROVED	TOTAL LEVIES RECEIVED ($)	TOTAL LEVIES EXPENDED ($)	TOTAL WORKS IN-KIND ACCEPTED ($)	TOTAL DCP CONTRIBUTIONS RECEIVED (LEVIES AND WORKS IN-KIND) ($)
Nil	Nil	Nil	Nil	Nil
Total				

Land, works, services or facilities delivered in 2016–17 from DCP levies collected

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED($)	WORKS IN-KIND ACCEPTED ($)	COUNCIL'S CONTRIBUTIONS ($)	OTHER CONTRIBUTIONS ($)	TOTAL PROJECT EXPENDITURE ($)	PERCENTAGE OF ITEM DELIVERED
Griggs Creek - Rehabilitation and Revegetation	OS001	DCP02 Jetty Road Stage 1 2012	23,773	-	160,949	-	184,722	18.0
Intersection - North South Collector Road Part A and Geelong Portarlington Road	R003	DCP02 Jetty Road Stage 1 2012	24,437	-	-	-	24,437	1.0
North South Collector Road Part A - Land Acquisition	R002	DCP02 Jetty Road Stage 1 2012	317,695	-	-	-	317,695	87.0
NAC Community complex - construction	DI_C_1	DCP03 Armstrong Creek East Precinct 2012	312,773	-	-	-	312,773	2.9
NAC active open space reserve - community pavilion	CI_OS_4	DCP03 Armstrong Creek East Precinct 2012	184,705	-	-	-	184,705	6.2
Sparrovale Wetlands - Drainage Land	DI_LA_22	DCP05 Horseshoe Bend 2014	3,020	-	-	-	3,020	1.3

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED($)	WORKS IN-KIND ACCEPTED ($)	COUNCIL'S CONTRIBUTIONS ($)	OTHER CONTRIBUTIONS ($)	TOTAL PROJECT EXPENDITURE ($)	PERCENTAGE OF ITEM DELIVERED
Sparrovale Wetlands - Drainage Land	DI_LA_23	DCP05 Horseshoe Bend 2014	9,931	-	-	-	9,931	0.5
Sparrovale Wetlands - Management Plan and Implementation Works	DI_DR_13	DCP05 Horseshoe Bend 2014	3,645	-	-	-	3,645	0.1
Retarding basin and Water Treatment - Central (Land)	DI_LA_8	DCP06 Armstrong Creek Town Centre 2014	89,407	-	-	-	89,407	26.7
Land Acquisition - Transit Corridor - Boundary Road to Burvilles Road	DI_LA_4	DCP06 Armstrong Creek Town Centre 2014	240,030	-	-	-	240,030	9.6
Intersection - O'Hallorans Road / Patullos Road / Elcho Road - Land acquisition	DI_LA_4	DCP07 Lara West 2014	21,812	-	-	-	21,812	16.6

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED($)	WORKS IN-KIND ACCEPTED ($)	COUNCIL'S CONTRIBUTIONS ($)	OTHER CONTRIBUTIONS ($)	TOTAL PROJECT EXPENDITURE ($)	PERCENTAGE OF ITEM DELIVERED
Intersection - O'Hallorans Road / Patullos Road / Elcho Road - Land acquisition	DI_LA_3	DCP07 Lara West 2014	50	-	-	-	50	1.0
Intersection - O'Hallorans Road / Patullos Road / Elcho Road - Land acquisition	DI_LA_5	DCP07 Lara West 2014	50	-	-	-	50	1.0
Total			**1,062,839**				**1,392,277**	

Development Contribution Plans – Whole of life remaining liability, income and funding gap

As at 30 June 2017

DEVELOPMENT CONTRIBUTION PLANS	CURRENT REMAINING LIABILITY	REMAINING INCOME	FUNDING GAP*	PERCENTAGE OF LIABILITY THE GAP REPRESENTS
DCP01 Armstrong Creek North East Industrial Precinct	13,433,886	13,433,886	-	0.0
DCP02 Jetty Road Stage 1	22,637,383	16,599,399	6,037,984	26.7
DCP03 Armstrong Creek East Precinct	101,675,377	98,355,206	3,320,171	3.3
DCP04 Armstrong Creek West Precinct	90,447,229	86,223,681	4,223,548	4.7
DCP05 Horseshoe Bend	139,378,571	135,780,707	3,597,864	2.6
DCP06 Armstrong Creek Town Centre	22,361,845	20,625,372	1,736,473	7.8
DCP07 Lara West	43,574,018	39,821,317	3,752,701	8.6
Total	**433,508,309**	**410,839,568**	**22,668,741**	**5.2**

* Gap funding includes community infrastructure levy shortfall (impacted by non-indexed $1,500/dwelling), City contribution and DET contribution

Development Contribution Plans – Whole of life actual income and works

As at 30 June 2017

DEVELOPMENT CONTRIBUTIONS PLAN	CURRENT INCOME $	CURRENT PROJECTS COMPLETE $ (WORKS IN-KIND AND CITY)	PERCENTAGE TOTAL DCP PROJECTS COMPLETED
DCP01 Armstrong Creek North East Industrial Precinct	-	-	0
DCP02 Jetty Road Stage 1	431,419	6,475,098	22
DCP03 Armstrong Creek East Precinct	2,611,290	24,563,425	19
DCP04 Armstrong Creek West Precinct	1,124,128	17,456,515	16
DCP05 Horseshoe Bend	- 9,671	2,967,335	2
DCP06 Armstrong Creek Town Centre	- 246,031	331,472	1
DCP07 Lara West	- 24,254	23,823	0
Total	**3,866,881**	**51,817,669**	**11**

PERFORMANCE STATEMENT

DESCRIPTION OF MUNICIPALITY

The City of Greater Geelong municipality is located some 75 kilometres from the Melbourne CBD. The municipality covers 1,247 km^2, comprising country, coastal and suburban areas. Greater Geelong is bounded by the Moorabool Shire, Wyndham City, the Borough of Queenscliffe, Surf Coast Shire and Golden Plains Shire.

The region is characterised by the Waterfront overlooking Corio Bay, the picturesque Bellarine Peninsula, the Barwon River, You Yangs Regional Park, wetlands, beautiful parklands and wildlife sanctuaries. Geelong is also the gateway to the world renowned coastline of south-west Victoria via the Great Ocean Road.

The municipality has a population of 238,603, and is expected to increase to 320,000 by 2036. It has a diverse economy with over 17,000 businesses and a labour force of approximately 110,000 people. Geelong's major industry strengths include health, education and research, advanced manufacturing, defence, information and communications technology, tourism, and food and agriculture. Major industry sectors include health care and social assistance (13.6 per cent of the workforce), retail trade (12.7 per cent), manufacturing (11.3 per cent) and education and training (9.1 per cent).

Sustainable capacity indicators

	INDICATOR/MEASURE	RESULTS 2015	RESULTS 2016	RESULTS 2017	MATERIAL VARIATIONS AND COMMENTS
	Population				
C1	*Expenses per head of municipal population* [Total expenses / Municipal population]	$1,301.57	$1,368.26	$1,394.33	No material variation.
C2	*Infrastructure per head of municipal population* [Value of infrastructure / Municipal population]	$6,189.67	$6,296.77	$6,294.53	No material variation.
C3	*Population density per length of road* [Municipal population / Kilometres of local roads]	102.99	104.16	107.12	No material variation.
	Own-source revenue				
C4	*Own-source revenue per head of municipal population* [Own-source revenue / Municipal population]	$1,102.74	$1,172.06	$1,053.39	No material variation.
	Recurrent grants				
C5	*Recurrent grants per head of municipal population* [Recurrent grants / Municipal population]	$260.64	$185.75	$264.72	Early receipt of 50% of 2017–18 Commonwealth Assistance Financial Grants.
	Disadvantage				
C6	*Relative Socio-Economic Disadvantage* [Index of Relative Socio-Economic Disadvantage by decile]	5.00	5.00	5.00	The current data is from the 2011 Census. The next update is due in 2018.

Definitions

"Adjusted underlying revenue" means total income other than:

a. non-recurrent grants used to fund capital expenditure

b. non-monetary asset contributions

c. contributions to fund capital expenditure from sources other than those referred to above.

"Infrastructure" means non-current property, plant and equipment excluding land.

"Local road" means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004*.

"Population" means the resident population estimated by council.

"Own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).

"Relative socio-economic disadvantage", in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA.

"SEIFA" means the Socio-Economic Indexes for Areas published by the Australian Bureau of Statistics on its website.

"Unrestricted cash" means all cash and cash equivalents other than restricted cash.

Service performance indicators

	SERVICE/*INDICATOR*/*MEASURE*	RESULTS 2015	RESULTS 2016	RESULTS 2017	MATERIAL VARIATIONS AND COMMENTS
Aquatic Facilities					
AF6	***Utilisation*** *Utilisation of aquatic facilities* [Number of visits to aquatic facilities / Municipal population]	9.65	8.51	8.48	No material variation.
Animal Management					
AM4	***Health and safety*** *Animal management prosecutions* [Number of successful animal management prosecutions	10.00	12.00	12.00	No material variation.
Food Safety					
FS4	***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	97.79%	99.11%	96.48%	From 1 July 2016, 'Critical and major non-compliance outcome notifications' will be reported by calendar year. Previously this indicator was reported by financial year. This has been implemented to better align reporting with the Department of Health and Human Services. This may result in some variances year on year.

	SERVICE/*INDICATOR*/*MEASURE*	RESULTS 2015	RESULTS 2016	RESULTS 2017	MATERIAL VARIATIONS AND COMMENTS
Governance					
G5	***Satisfaction*** *Satisfaction with council decisions* [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	57.00	56.00	48.00	The decline in these results (in the *2017 Community Satisfaction Survey*) could be due to the dismissal of the City's council, and a subsequent public reaction to the appointment of administrators, and a perceived loss of community input into council's decision-making processes and governance.
Home and Community Care (HACC)					
HC6	***Participation*** *Participation in HACC service* [Number of people that received a HACC service / Municipal target population for HACC services] x100	20.17%	19.45%	Reporting Ceased 1 July 2016	The Local Government Performance Reporting Framework ceased reporting on HACC indicators on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
HC7	***Participation*** *Participation in HACC service by CALD people* [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	16.96%	16.04%	Reporting Ceased 1 July 2016	The Local Government Performance Reporting Framework ceased reporting on HACC indicators on 1 July 2016 due to the introduction of the Commonwealth Government's NDIS and CHSP programs.
Libraries					
LB4	***Participation*** *Active library members* [Number of active library members / Municipal population] x100	17.37%	19.47%	19.28%	No material variation.
MATERNAL AND CHILD HEALTH					
MC4	***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	77.72%	75.45%	73.46%	No material variation.

	SERVICE/*INDICATOR*/*MEASURE*	RESULTS 2015	RESULTS 2016	RESULTS 2017	MATERIAL VARIATIONS AND COMMENTS
MC5	***Participation*** *Participation in the MCH service by Aboriginal children* [Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100	72.37%	59.20%	73.26%	There were 163 Aboriginal children who attended the service in 2016-17 compared to 140 in 2015-16.
Roads					
R5	***Satisfaction*** *Satisfaction with sealed local roads* [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	56.00	54.00	47.00	The City maintains 1,796 km of sealed roads (the distance from Geelong to the Gold Coast), and 434.5 km of unsealed roads. The City also faces unprecedented demand for new infrastructure – such as roads – to cope with rising population growth in areas such Armstrong Creek, Warralily and areas of the Bellarine Peninsula.
Statutory Planning					
SP4	***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	54.17%	78.57%	61.54%	A similar number of VCAT decisions were made this financial year however more of these decisions were set aside compared to 2015-16 .
Waste Collection					
WC5	***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	55.78%	54.65%	56.32%	No material variation.

Definitions

“Aboriginal child” means a child who is an Aboriginal person.

“Aboriginal person” has the same meaning as in the Aboriginal Heritage Act 2006.

“Active library member” means a member of a library who has borrowed a book from the library.

“Annual report” means an annual report prepared by a council under sections 131, 132 and 133 of the Act.

“CALD” means culturally and linguistically diverse and refers to persons born outside Australia in a country whose national language is not English.

“Class 1 food premises” means food premises, within the meaning of the *Food Act 1984*, that have been declared as class 1 food premises under section 19C of that Act.

“Class 2 food premises” means food premises, within the meaning of the *Food Act 1984* , that have been declared as class 2 food premises under section 19C of that Act.

“Community Care Common Standards” means the Community Care Common Standards for the delivery of HACC services, published from time to time by the Commonwealth.

“Critical non-compliance outcome notification” means a notification received by council under section 19N(3) or (4) of the *Food Act 1984* , or advice given to council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health.

“Food premises” has the same meaning as in the *Food Act 1984*.

“HACC program” means the Home and Community Care program established under the Agreement entered into for the purpose of the Home and Community Care Act 1985 of the Commonwealth.

“HACC service” means home help, personal care or community respite provided under the HACC program.

“Local road” means a sealed or unsealed road for which the council is the responsible road authority under the *Road Management Act 2004.*

“Major non-compliance outcome notification” means a notification received by a council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken.

“MCH” means the Maternal and Child Health Service provided by a council to support the health and development of children within the municipality from birth until school age.

“Population” means the resident population estimated by council.

“Target population” has the same meaning as in the Agreement entered into for the purposes of the Home and Community Care Act 1985 of the Commonwealth.

“WorkSafe reportable aquatic facility safety incident” means an incident relating to a council aquatic facility that is required to be notified to the Victorian WorkCover Authority under Part 5 of the *Occupational Health and Safety Act 2004*.

Financial performance indicators

	DIMENSION/ *INDICATOR*/ *MEASURE*	RESULTS 2015	RESULTS 2016	RESULTS 2017	FORECASTS 2018	FORECASTS 2019	FORECASTS 2020	FORECASTS 2021	MATERIAL VARIATIONS AND COMMENTS
									Efficiency
E1	***Revenue level*** *Average residential rate per residential property assessment* [Residential rate revenue / Number of residential property assessments]	$1,326.45	$1,424.66	$1,487.58	$1,510.98	$1,577.58	$1,612.85	$1,648.11	No material variation.
E2	***Expenditure level*** *Expenses per property assessment* [Total expenses / Number of property assessments]	$2,538.58	$2,654.78	$2,804.67	$2,782.57	$2,887.52	$2,966.36	$2,992.80	No material variation.
E3	***Workforce turnover*** *Resignations and terminations compared to average staff* [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	7.61%	8.29%	8.82%	9.00%	9.00%	9.00%	9.00%	No material variation.

	DIMENSION/ *INDICATOR*/ *MEASURE*	RESULTS 2015	RESULTS 2016	RESULTS 2017	FORECASTS 2018	2019	2020	2021	MATERIAL VARIATIONS AND COMMENTS
Liquidity									
L1	***Working capital*** *Current assets compared to current liabilities* [Current assets / Current liabilities] x100	160.13%	126.20%	147.35%	115.03%	112.88%	106.80%	108.26%	Increased closing cash balance in 2017 due to early receipt of 50% of Commonwealth Assistance Grants.
L2	***Unrestricted cash*** *Unrestricted cash compared to current liabilities* [Unrestricted cash / Current liabilities] x100	135.51%	102.92%	122.64%	94.57%	92.47%	87.18%	89.51%	Increased closing cash balance in 2017 due to early receipt of 50% of Commonwealth Assistance Grants.
Obligations									
O1	***Asset renewal*** *Asset renewal compared to depreciation* [Asset renewal expense / Asset depreciation] x100]	48.49%	62.12%	52.03%	54.09%	47.74%	46.03%	45.86%	Increase in depreciation due to growing capital program and reduction in renewal asset spend.
O2	***Loans and borrowings*** *Loans and borrowings compared to rates* [Interest bearing loans and borrowings / Rate revenue] x100	35.76%	28.23%	22.28%	34.56%	48.03%	52.51%	52.42%	Reduction in loan balance due to no new loans beings drawn down in 2017 and increased rate income due to growth in the municipality.
O3	*Loans and borrowings repayments compared to*	6.88%	6.49%	5.70%	6.87%	7.32%	7.94%	8.90%	Slight increase in loan repayments but offset by increase in rate revenue due to

	DIMENSION/ *INDICATOR*/ *MEASURE*	RESULTS 2015	RESULTS 2016	RESULTS 2017	FORECASTS 2018	2019	2020	2021	MATERIAL VARIATIONS AND COMMENTS
	rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100								growth in the municipality.
O4	***Indebtedness*** *Non-current liabilities compared to own source revenue* [Non-current liabilities / Own source revenue] x100	28.39%	17.76%	15.22%	23.34%	32.98%	35.84%	34.88%	Non-current liability balance is lower due to repayment of loans and rates revenue is increased due to growth in the municipality but offset by transfer of assets to Kardinia Park Trust.
Operating Position									
OP1	***Adjusted underlying result*** *Adjusted underlying surplus (or deficit)* [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	5.74%	0.32%	-3.54%	-2.46%	3.02%	1.75%	1.26%	Initial Surplus is 20% lower than previous year. The underlying result is impacted by the transfer of assets to the Kardinia Park Trust.
Stability									
S1	***Rates concentration*** *Rates compared to adjusted underlying revenue* [Rate revenue / Adjusted	58.06%	62.08%	64.45%	65.21%	61.99%	62.50%	63.61%	No material variation.

	DIMENSION/ *INDICATOR*/ *MEASURE*	RESULTS 2015	RESULTS 2016	RESULTS 2017	FORECASTS				MATERIAL VARIATIONS AND COMMENTS
					2018	2019	2020	2021	
	underlying revenue] x100								
S2	***Rates effort*** *Rates compared to property values* [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.38%	0.40%	0.40%	0.41%	0.42%	0.43%	0.44%	No material variation.

Definitions

"Adjusted underlying revenue" means total income other than:

(a) non-recurrent grants used to fund capital expenditure

(b) non-monetary asset contributions

(c) contributions to fund capital expenditure from sources other than those referred to above.

"Adjusted underlying surplus (or deficit)" means adjusted underlying revenue less total expenditure.

"Asset renewal expenditure" means expenditure on an existing asset or on replacing an existing asset that returns the service capability of the asset to its original capability.

"Current assets" has the same meaning as in the AAS.

"Current liabilities" has the same meaning as in the AAS.

"Non-current assets" means all assets other than current assets.

"Non-current liabilities" means all liabilities other than current liabilities.

"Non-recurrent grant" means 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 a council's Strategic Resource Plan.

"Own-source revenue" means adjusted underlying revenue other than revenue that is not under the control of council (including government grants).

"Population" means the resident population estimated by council.

"Rate revenue" means revenue from general rates, municipal charges, service rates and service charges.

"Recurrent grant" means a grant other than a non-recurrent grant.

"Residential rates" means revenue from general rates, municipal charges, service rates and service charges levied on residential properties.

"Restricted cash" means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year.

"Unrestricted cash" means all cash and cash equivalents other than restricted cash.

OTHER INFORMATION

As at 30 June 2017

Basis for preparation

Council is required to prepare and include a performance statement within its annual report. The performance statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 1989* and Local Government (Planning and Reporting) Regulations 2014.

Where applicable the results in the performance statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from council information systems or from third parties (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by the council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2014 requires explanation of any material variations in the results contained in the performance statement. Council has adopted materiality thresholds relevant to each indicator and measure and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 27 June 2017 and which forms part of the council plan. The strategic resource plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

COUNCIL APPROVAL OF THE PERFORMANCE STATEMENT

Certification of the Performance Statement

R18(1)
R18(2)

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

Michael Kelly CPA
Principal Accounting Officer
Dated: 5th September 2017

In our opinion, the accompanying performance statement of The City of Greater Geelong for the year ended 30 June 2017 presents fairly the results of Council's performance in accordance with the *Local Government Act 1989* and the Local Government (Planning and Reporting) Regulations 2014.

The performance statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

At the date of signing, we are not aware of any circumstances that would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2014 to certify this performance statement in its final form.

Dr Kathy Alexander
Administrator
Dated: 5th September 2017

Laurinda Gardner
Administrator
Dated: 5th September 2017

Kelvin Spiller
Chief Executive Officer
Dated: 5th September 2017

INDEPENDENT AUDITOR'S REPORT OF THE PERFORMANCE STATEMENT

VAGO
Victorian Auditor-General's Office

Independent Auditor's Report

To the Administrators of Greater Geelong City Council

Opinion

I have audited the accompanying performance statement of Greater Geelong City Council (the council) which comprises the:

- description of municipality for the year ended 30 June 2017
- sustainable capacity indicators for the year ended 30 June 2017
- service performance indicators for the year ended 30 June 2017
- financial performance indicators for the year ended 30 June 2017
- other information and
- the certification of the performance statement.

In my opinion, the performance statement of Greater Geelong City Council in respect of the year ended 30 June 2017 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 6 of the *Local Government Act 1989*.

Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Standards on Assurance Engagements. My responsibilities under the Act are further described in the *Auditor's responsibilities for the audit of the performance statement* section of my report.

My independence is established by the *Constitution Act 1975*. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the performance statement in Australia and have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Administrators' responsibilities for the performance statement

The Administrators is responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the *Local Government Act 1989* and for such internal control as the Administrators determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.

Level 31 / 35 Collins Street, Melbourne Vic 3000
T 03 8601 7000 enquiries@audit.vic.gov.au www.audit.vic.gov.au

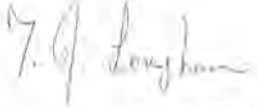
Auditor's responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council's internal control
- evaluate the overall presentation, structure and content of the statement of performance, including the disclosures, and whether the statement of performance represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Administrators regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
8 September 2017

Tim Loughnan
as delegate for the Auditor-General of Victoria

ANNUAL FINANCIAL REPORT
FOR THE YEAR ENDING 30 JUNE 2017

City of Greater Geelong
Financial Report
Table of Contents

FINANCIAL REPORT		Page
Financial Statements		
Comprehensive Income Statement		120
Balance Sheet		121
Statement of Changes in Equity		122
Statement of Cash Flows		123
Statement of Capital Works		124
Notes to Financial Statements		
Introduction		125
Note 1	Significant accounting policies	125
Note 2	Budget comparison	132
Note 3	Rates and charges	134
Note 4	Statutory fees and fines	134
Note 5	User fees	134
Note 6	Grants	135
Note 7	Contributions	136
Note 8	Net gain / (loss) on disposal of property, infrastructure, plant and equipment	136
Note 9	Other income	136
Note 10	Employee costs	136
Note 11	Materials and services	137
Note 12	Bad and doubtful debts	137
Note 13	Depreciation	137
Note 14	Borrowing costs	137
Note 15	Other expenses	137
Note 16	Investment in associates, joint arrangements and subsidiaries	138
Note 17	Cash and cash equivalents	139
Note 18	Other financial assets	139
Note 19	Trade and other receivables	140
Note 20	Inventories	140
Note 21	Other assets	140
Note 22	Property, infrastructure, plant and equipment	141
Note 23	Trade and other payables	147
Note 24	Trust funds and deposits	147
Note 25	Prepaid Income	147
Note 26	Provisions	147
Note 27	Interest-bearing loans and borrowings	148
Note 28	Reserves	149
Note 29	Reconciliation of cash flows from operating activities to surplus/(deficit)	151
Note 30	Reconciliation of cash and cash equivalents	151
Note 31	Financing arrangements	151
Note 32	Commitments	152
Note 33	Operating leases	153
Note 34	Superannuation	153
Note 35	Contingent liabilities and contingent assets	154
Note 36	Financial Instruments	155
Note 37	Related party transactions	157
Note 38	Senior Officer Remuneration	158
Note 39	Events occurring after balance date	158
Certification of the Financial Statements		159
Independent Auditor's Report		160

Comprehensive Income Statement
For the Year Ended 30 June 2017

	Note	2017 $'000	2016 $'000
Income			
Rates and charges	3	205,417	195,608
Statutory fees and fines	4	13,949	11,997
User fees	5	58,135	55,533
Grants - operating	6	58,812	38,297
Grants - capital	6	13,591	20,637
Contributions - monetary	7	6,730	3,394
Contributions - non monetary	7	47,269	40,247
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	8	(32,376)	(1,967)
Share of net profits/(losses) of associates	16	(974)	(362)
Other income	9	3,758	5,754
Total income		**374,311**	**369,138**
Expenses			
Employee costs	10	142,931	135,950
Materials and services	11	100,311	96,014
Bad and doubtful debts	12	919	762
Depreciation	13	54,717	51,982
Borrowing costs	14	2,348	2,858
Other expenses	15	26,920	24,013
Total expenses		**328,144**	**311,579**
Surplus/(deficit) for the year		**46,167**	**57,559**
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	22	19,796	7,058
Total comprehensive result		**65,963**	**64,617**

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet
As at 30 June 2017

	Note	2017	2016
		$'000	$'000
Assets			
Current assets			
Cash and cash equivalents	17	14,021	6,596
Trade and other receivables	19	11,180	10,948
Other financial assets	18	88,999	80,640
Inventories	20	1,082	963
Other assets	21	2,500	2,826
Total current assets		**117,782**	**101,973**
Non-current assets			
Trade and other receivables	19	1,866	1,547
Investments in associates and joint ventures	16	10,434	11,408
Other financial assets	18	230	230
Property, infrastructure, plant and equipment	22	2,105,644	2,065,315
Total non-current assets		**2,118,174**	**2,078,500**
Total assets		**2,235,956**	**2,180,473**
Liabilities			
Current liabilities			
Trade and other payables	23	22,265	21,176
Trust funds and deposits	24	4,305	4,075
Prepaid Income	25	4,454	1,961
Provisions	26	38,834	43,292
Interest-bearing loans and borrowings	27	10,074	10,296
Total current liabilities		**79,932**	**80,801**
Non-current liabilities			
Provisions	26	2,307	2,875
Interest-bearing loans and borrowings	27	35,435	44,479
Total non-current liabilities		**37,742**	**47,354**
Total liabilities		**117,674**	**128,155**
Net assets		**2,118,281**	**2,052,318**
Equity			
Accumulated surplus		1,176,284	1,154,230
Asset Revaluation Reserve	28 a	849,042	829,246
Other Reserves	28 b	92,955	68,842
Total Equity		**2,118,281**	**2,052,318**

The above balance sheet should be read in conjunction with the accompanying notes.

Statement of Changes in Equity
For the Year Ended 30 June 2017

2017	Note	Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
Balance at beginning of the financial year		2,052,318	1,154,230	829,246	68,842
Surplus/(deficit) for the year		46,167	46,167	-	-
Net asset revaluation increment/(decrement)	28(a)	19,796	-	19,796	-
Transfers to other reserves	28(b)	-	(88,990)	-	88,990
Transfers from other reserves	28(b)	-	64,877	-	(64,877)
Balance at end of the financial year		**2,118,281**	**1,176,284**	**849,042**	**92,955**

2016		Total $'000	Accumulated Surplus $'000	Revaluation Reserve $'000	Other Reserves $'000
Balance at beginning of the financial year		1,987,701	1,102,391	822,188	63,122
Surplus/(deficit) for the year		57,559	57,559	-	-
Net asset revaluation increment/(decrement)	28(a)	7,058	-	7,058	-
Transfers to other reserves	28(b)	-	(63,452)	-	63,452
Transfers from other reserves	28(b)	-	57,732	-	(57,732)
Balance at end of the financial year		**2,052,318**	**1,154,230**	**829,246**	**68,842**

The above statement of changes in equity should be read with the accompanying notes.

Statement of Cash Flows
For the Year Ended 30 June 2017

	Note	2017 Inflows/ (Outflows) $'000	2016 Inflows/ (Outflows) $'000
Cash flows from operating activities			
Rates and charges		206,330	194,332
Statutory fees and fines		13,563	-
User fees		65,259	70,405
Grants - operating		58,916	38,495
Grants - capital		14,634	23,785
Contributions - monetary		6,730	3,394
Interest received		2,450	2,572
Trust funds and deposits taken		1,496	-
Net GST refund		12,248	12,343
Employee costs		(134,417)	(127,476)
Materials and services		(148,368)	(136,227)
Trust funds and deposits repaid		(1,362)	-
Net cash provided by/(used in) operating activities	29	**97,479**	**81,623**
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment		(76,888)	(84,173)
Proceeds from sale of property, infrastructure, plant and equipment		6,840	10,469
Payments for investments		(161,263)	(173,547)
Proceeds from sale of investments		152,904	171,720
Net cash provided by/(used in) investing activities		**(78,405)**	**(75,531)**
Cash flows from financing activities			
Finance costs		(2,382)	(2,904)
Proceeds from borrowings		-	-
Repayment of borrowings		(9,266)	(9,698)
Net cash provided by/(used in) financing activities		**(11,648)**	**(12,602)**
Net increase / (decrease) in cash and cash equivalents		7,425	(6,510)
Cash and cash equivalents at the beginning of the financial year		6,596	13,106
Cash and cash equivalents at the end of the financial year	30	**14,021**	**6,596**
Financing arrangements	31		
Restrictions on cash assets	17		

The above statement of cash flow should be read with the accompanying notes.

Statement of Capital Works
For the Year Ended 30 June 2017

	Note	2017 $'000	2016 $'000
Property			
Land		1,840	1,409
Total land		**1,840**	**1,409**
Buildings		7,046	13,488
Total buildings		**7,046**	**13,488**
Total property		**8,886**	**14,897**
Plant and equipment			
Plant, machinery and equipment		5,496	5,346
Fixtures, fittings and furniture		45	63
Computers and telecommunications		2,338	2,948
Total plant and equipment		**7,878**	**8,357**
Infrastructure			
Roads		19,255	26,385
Footpaths and cycleways		4,224	4,012
Drainage		8,555	3,981
Recreational, leisure and community facilities		12,027	14,427
Waste management		7,981	6,085
Parks, open space and streetscapes		291	245
Other infrastructure		7,792	5,784
Total infrastructure		**60,124**	**60,919**
Total capital works expenditure		**76,888**	**84,173**
Represented by:			
New asset expenditure		38,694	40,154
Asset renewal expenditure		28,471	32,291
Asset upgrade expenditure		9,723	11,728
Total capital works expenditure		**76,888**	**84,173**

The above statement of capital works should be read with the accompanying notes.

Introduction

The City of Greater Geelong was established under the City of Greater Geelong Act 1993 on 18 May 1993, and is a body corporate. The Council's main office is located at 30 Gheringhap Street Geelong.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and notes accompanying these financial statements. The general purpose financial report complies with Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 1989* , and the *Local Government (Planning and Reporting) Regulations 2014* .

Note 1 Significant accounting policies

(a) Basis of accounting

The accrual basis of accounting has been used in the preparation of these financial statements, whereby assets liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to note 1 (j)).
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to note 1 (k)).
- the determination of employee provisions (refer to note 1 (q)).
- the determination of landfill provision (refer to note 1 (r)).

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

(b) Changes in accounting policies

There have been no changes in accounting policies from the previous period.

Note 1 Significant accounting policies (cont.)

(c) Accounting for investments in associates

Associates
Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

The Council has an interest in the Geelong Regional Library Corporation. It is recorded as non current investments with Council's share of net assets being recognised.

Regional Food Kitchen is no longer recorded as an investment in associates. The unlisted shares in this company are recorded as other financial assets ($230K).

(d) Revenue recognition

Income is recognised when the Council obtains control of the contribution or the right to receive the contribution, it is probable that the economic benefits comprising the contribution will flow to the Council and the amount of the contribution can be measured reliably.

Rates and Charges
Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.

Statutory fees and fines
Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

User fees
User fees are recognised as revenue when the service has been provided or the payment is received, whichever first occurs.

Grants
Grant income is recognised when Council obtains control of the contribution. This is normally obtained upon their receipt (or acquittal) or upon earlier notification that a grant has been secured, and are valued at their fair value at the date of transfer.

Where grants or contributions recognised as revenues during the financial year were obtained on condition that they be expended in a particular manner or used over a particular period and those conditions were undischarged at balance date, the unused grant or contribution is disclosed in note 6. The note also discloses the amount of unused grant or contribution from prior years that was expended on Council's operations during the current year.

Contributions
Monetary and non monetary contributions are recognised as revenue when Council obtains control over the contributed asset.

Sale of property, infrastructure, plant and equipment
The profit or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer.

Interest
Interest is recognised as it is earned.

Other Income
Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Note 1 Significant accounting policies (cont.)

(e) Fair value measurement

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.
AASB 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Fair value under AASB 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique.
All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:
Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.
For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.
In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

(f) Cash and cash equivalents
Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of 90 days or less, net of outstanding bank overdrafts.

(g) Trade and other receivables
Receivables are carried at amortised cost using the effective interest rate method. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

(h) Other financial assets
Other financial assets are valued at fair value, being market value, at balance date. Term deposits are measured at amortised cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

(i) Inventories
Inventories held for distribution are measured at cost adjusted when applicable for any loss of service potential.
All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where Inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.

(j) Recognition and measurement of property, plant and equipment, infrastructure
Acquisition
The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the amount for which the asset could be exchanged between knowledgeable willing parties in an arm's length transaction.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's Asset Accounting Policy, the threshold applied when recognising assets within an applicable asset class is $1,000 which is consistent with prior years.

Note 1 Significant accounting policies (cont.)

(j) Recognition and measurement of property, plant and equipment, infrastructure(cont'd)

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the amount for which the assets could be exchanged between knowledgeable willing parties in an arms length transaction. Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use on an asset result in changes to the permissible or practical highest and best use of the asset. Further details regarding the fair value hierarchy are disclosed at Note 22, Property, infrastructure, plant and equipment, and infrastructure.
In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from two to five years. The valuation is performed either by experienced Council officers or independent experts.
Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Land under roads

Council does not recognise the value of land under roads it controlled prior to 1 July 2008. Land under roads acquired after 30 June 2008 is brought to account using the fair value basis.

(k) Depreciation of property, infrastructure and plant and equipment

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.
Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.
Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.
Straight line depreciation is charged based on the residual useful life as determined each year.
Depreciation periods used are listed below and are consistent with the prior year unless otherwise stated.

Note 1 Significant accounting policies (cont.)

(l) Depreciation of property, infrastructure and plant and equipment (cont'd)

Asset depreciation periods	**Depreciation Period**
Buildings	50 years
Plant and Equipment	
Heavy Plant and Equipment, Commercial Vehicles	10 years
Furniture and Fittings	10 years
Personal Computers	3 years
Computer Equipment	4-5 years
Software	4-5 years
Light Motor Vehicles	5-7 years
Infrastructure	
Road Spray Seal	12 years
Road Asphalt Seal	25 years
Road Pavement	80 years
Drainage	100 years
Kerbs and Channel	60 years
Footpaths and Bikepaths	50 years
Recreation	7-80 years

(m) Repairs and maintenance

Routine maintenance, repair costs, and minor renewal costs are expensed as incurred. Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

(n) Impairment of assets

At each reporting date, the Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

Note 1 Significant accounting policies (cont.)

(o) Trust funds and deposits

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited (refer to Note 24).

(p) Borrowings

Borrowings are initially measured at fair value, being the cost of the interest bearing liabilities, net of transaction costs. The measurement basis subsequent to initial recognition depends on whether the Council has categorised its interest-bearing liabilities as either financial liabilities designated at fair value through the profit and loss, or financial liabilities at amortised cost. Any difference between the initial recognised amount and the redemption value is recognised in net result over the period of the borrowing using the effective interest method.
The classification depends on the nature and purpose of the interest bearing liabilities. The Council determines the classification of its interest bearing liabilities at initial recognition.

Borrowing costs
Borrowing costs are recognised as an expense in the period in which they are incurred.
Borrowing costs include interest on bank overdrafts and interest on borrowings.

(q) Employee costs and benefits

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Wages and salaries and annual leave
Liabilities for wages and salaries, including non-monetary benefits, annual leave and accumulated sick leave expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits in respect of employee services up to the reporting date, classified as current liabilities and measured at their nominal values.
Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave
Liability for long service leave (LSL) is recognised in the provision for employee benefits.
Current Liability - unconditional LSL is disclosed as a current liability even when the Council does not expect to settle the liability within 12 months because it will not have the unconditional right to defer settlement of the entitlement should an employee take leave within 12 months.
The components of this current liability are measured at :
- present value - component that is not expected to be wholly settled within 12 months.
- nominal value - component that is expected to be wholly settled within 12 months.

Classification of employee costs
Non-current liability - conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non - current liability. There is an unconditional right to defer settlement of the entitlement until the employee has completed the requisite years of service.
This non-current LSL liability is measured at present value.

(r) Landfill rehabilitation provision

Council is obligated to restore the Landfill sites to an EPA standard (Corio and Drysdale). This site is already closed. The provision for landfill restoration has been calculated based on the present value of the expected cost of works to be undertaken. The expected cost of works has been estimated based on current understanding of work required to reinstate the site to meet the standard. Accordingly, the estimation of the provision required is dependent on the accuracy of the forecast timing of the work, work required and related costs.

Note 1 Significant accounting policies (cont.)

(s) Leases

Operating leases
Lease payments for operating leases are required by the accounting standard to be recognised on a straight line basis, rather than expensed in the years in which they are incurred.

Leasehold improvements
Leasehold improvements are recognised at cost and are amortised over the unexpired period of the lease or the estimated useful life of the improvement, whichever is the shorter.

(t) Goods and Services Tax (GST)
Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.
Cash flows are presented in the Statement of Cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

(u) Contingent assets and contingent liabilities and commitments
Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.
Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value by way of note and presented inclusive of the GST payable.

(v) Financial guarantees
Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised. Details of guarantees that Council has provided, that are not recognised in the balance sheet are disclosed at Note 35 Contingent Liabilities and Contingent Assets.

(w) Pending accounting standards
The following new AAS's have been issued that are not mandatory for the 30 June 2017 reporting period. Council has assessed these pending standards and has identified the following potential impacts will flow from the application of these standards in future reporting periods.
Revenue from contracts with customers (AASB 15) (applies 2019/20)
The standard shifts the focus from the transaction-level to a contract-based approach. Recognition is determined based on what the customer expects to be entitled to (rights and obligations), while measurement encompasses estimation by the entity of the amount expected to be entitled for performing under the contract. The full impact of this standard is not known however it is most likely to impact where contracts extend over time, where there are rights and obligations that may vary the timing or amount of the consideration, or where there are multiple performance elements. This has the potential to impact on the recognition of certain grant income.

Leases (AASB 16) (applies 2019/20)
The classification of leases as either finance leases or operating leases is eliminated for lessees. Leases will be recognised in the Balance Sheet by capitalising the present value of the minimum lease payments and showing a ‘right-of-use’ asset, while future lease payments will be recognised as a financial liability. The nature of the expense recognised in the profit or loss will change. Rather than being shown as rent, or as leasing costs, it will be recognised as depreciation on the ‘right-of-use’ asset, and an interest charge on the lease liability. The interest charge will be calculated using the effective interest method, which will result in a gradual reduction of interest expense over the lease term.

Council has a significant number of operating leases that will be impacted as a result of this change. This assessment is not completed and an actual figure has not been calculated.

(x) Rounding
Unless otherwise stated, amounts in the financial report have been rounded to the nearest thousand dollars. Figures in the financial statement may not equate due to rounding.

Note 2 Budget comparison

The budget comparison notes compare Council's financial plan, expressed through its annual budget, with actual performance. The *Local Government (Planning and Reporting) Regulations 2014* requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent and/or $7.6 million where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

The budget figures detailed below are those adopted by Council on 28 June 2016. The Budget was based on assumptions that were relevant at the time of adoption of the Budget. Council sets guidelines and parameters for revenue and expense targets in this budget in order to meet Council's planning and financial performance targets for both the short and long-term. The budget did not reflect any changes to equity resulting from asset revaluations, as their impacts were not considered predictable.

These notes are prepared to meet the requirements of the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014* .

a) Income and Expenditure

	Budget 2017 $'000	Actual 2017 $'000	Variance 2017 $'000	Ref
Income				
Rates and charges	211,312	205,417	**(5,895)**	**1**
Statutory fees and fines	12,190	13,949	**1,759**	**2**
User fees	56,952	58,135	**1,182**	
Grants - operating	46,046	58,812	**12,766**	**3**
Grants - capital	14,166	13,591	**(576)**	
Contributions - monetary	5,980	6,730	**750**	**4**
Contributions - non monetary	34,500	47,269	**12,769**	**5**
Net gain/(loss) on disposal of property, infrastructure, plant and equipment	(3,264)	(32,376)	**(29,112)**	**6**
Share of net profits/(losses) of associates and joint ventures	-	(974)	**(974)**	**7**
Other income	2,485	3,758	**1,273**	**8**
Total income	380,367	374,311	**(6,056)**	
Expenses				
Employee costs	143,760	142,931	**829**	
Materials and services	95,586	100,311	**(4,726)**	
Bad and doubtful debts	620	919	**(299)**	**9**
Depreciation and amortisation	55,311	54,717	**594**	
Borrowing costs	3,652	2,348	**1,304**	**10**
Other expenses	26,383	26,920	**(536)**	
Total expenses	325,312	328,144	**(2,832)**	
Surplus/(deficit) for the year	55,055	46,167	**(8,889)**	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Rates and Charges	Special rates and Charges schemes were not billed during the year, this was offset by an increase in general rates income due to growth.
2	Statutory Fees and Fines	Increased Parking Infringements issued and court fees , partially offset by reduced animal infringements ($0.6M). Increased planning permits due to growth in the municipality ($0.9M) and other approvals and permits favourable ($0.3).
3	Grants - operating	Financial Assistance Grants - early receipt of 50% of 2017/18 allocation ($10.0M), Unbudgeted discretionary grants in Family Services ($0.3M), Environment ($0.5M), Aged Care ($1.0M), Recreation ($0.4M) and Roads ($0.3M).
4	Contributions - Monetary	Early receipt of community infrastructure levies for Armstrong Creek, Ocean Grove and Lara West ($0.3M) and developer infrastructure levies for Jetty Road ($0.4M).
5	Contributions - Non Monetary	Increased subdivision assets ($7.8M) in the growth areas, gifted assets from Vic Roads ($0.7m) and recognition of open space ($4.3M).
6	Net gain /(loss) on disposal of property, infrastructure, plant and equipment	Transfer of Kardinia Park Assets to Kardinia Park Trust($29.1M) and additional land sales in Geelong Ring Road Employment Precinct.
7	Share of net profits /(losses) of associates and joint ventures	Council do not budget for a result in Investments in Associates.
8	Other Income	Additional Interest income ($0.5M) and insurance claims for storm damage ($0.8M)
9	Bad and doubtful debts	Increase in provision for Infringement debtor partially offset by reduction in sundry debtor provision.
10	Borrowing Costs	Deferral of loan borrowings into 2017-18 reducing interest expense.

Note 2 Budget comparison (cont)

b) Capital Works

	Budget 2017 $'000	Actual 2017 $'000	Variance 2017 $'000	Ref
Property				
Land	7,485	1,840	(5,645)	1
Total Land	**7,485**	**1,840**	**(5,645)**	
Buildings	24,689	7,046	(17,643)	2
Total Buildings	**24,689**	**7,046**	**(17,643)**	
Total Property	**32,174**	**8,886**	**(23,288)**	
Plant and Equipment				
Plant, machinery and equipment	5,715	5,496	(219)	
Fixtures, fittings and furniture	-	45	45	
Computers and telecommunications	2,355	2,338	(17)	
Total Plant and Equipment	**8,070**	**7,878**	**(192)**	
Infrastructure				
Roads	25,498	19,255	(6,242)	3
Footpaths and cycleways	4,500	4,224	(276)	
Drainage	8,602	8,555	(47)	
Recreational, leisure and community facilities	10,668	12,027	1,359	4
Waste management	6,719	7,981	1,262	5
Parks, open space and streetscapes	-	291	291	
Other infrastructure	7,376	7,792	416	
Total Infrastructure	**63,363**	**60,124**	**(3,238)**	
Total Capital Works Expenditure	**103,607**	**76,888**	**(26,718)**	
Represented by:				
New asset expenditure	66,121	38,694	(27,427)	
Asset renewal expenditure	32,340	28,471	(3,869)	
Asset upgrade expenditure	5,146	9,723	4,577	
Total Capital Works Expenditure	**103,607**	**76,888**	**(26,719)**	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land	Delay in land acquisitions due to Planning Scheme Amendment requirements in Armstrong Creek.
2	Buildings	Changed construction timing for the following projects Leopold Community Hub ($3.2M), Hendy St Children's Hub($2.2M), Highton Family Hub ($2.3M), Rosewall Neighbourhood Centre ($0.9M) and Armstrong Creek Community Complex and Community Pavilion ($10.4M)
3	Roads	Delay in delivering Roads to Recovery ($1.0M), road resealing projects ($1.6M), Special Rates and Charges projects ($3.05M) and other minor projects ($0.2M).
4	Recreational, leisure and community facilities	The variance is primarily the result of completion of projects deferred from previous years budgets (Queens Park changerooms $0.6M, Geelong soccer club facilities $0.5M, Clifton Springs Boat Harbour $0.5M).
5	Waste management	Deferred spending from 2015-16 for Corio Landfill rehabilitation $6.0M offset by delay in Drysdale Landfill Cell 5 $3.0M and Composting Site Setup Works $1.7M.

	2017 $'000	2016 $'000

Note 3 Rates and charges

Council uses Capital Improved Value as the basis of valuation of all properties within the municipal district. The Capital Improved Value of a property is the total market value of the land plus buildings and other improvements.

The valuation base used to calculate general rates for 2016/17 was $51,039 million (2015/16 $47,380 million).

General Rates	161,278	154,470
Municipal charge	11,346	10,877
Waste management charge	28,634	26,747
Special rates and charges	1,135	1,560
Supplementary rates and rate adjustments	2,329	1,743
Interest on Rates	461	
Cultural and recreational	234	211
Total rates and charges	**205,417**	**195,608**

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2016, and the valuation was applied in the rating year commencing 1 July 2016.

Note 4 Statutory fees and fines

Infringements and costs	4,717	4,253
Court recoveries	960	687
Town planning fees	1,644	1,535
Permits	3,242	2,293
Registrations	3,386	3,229
Total statutory fees and fines	**13,949**	**11,997**

Note 5 User fees

Aged services	2,604	2,481
Leisure centre and recreation	16,600	16,276
Family and Children's Services	7,420	6,841
Parking	9,590	9,366
Building services	2,493	2,108
Waste management services	10,050	8,231
Arts and Culture	274	311
Environment	106	93
Local Laws	167	146
National Wool Museum	713	708
Parks	698	699
Rental and Leasing	2,480	3,575
Road Works	1,269	1,637
Other fees and charges	3,671	3,061
Total user fees	**58,135**	**55,533**

		2017 $'000	2016 $'000
Note 6	**Grants**		
	Grants were received in respect of the following :		
	Summary of grants		
	Commonwealth funded grants	50,690	25,187
	State funded grants	21,713	33,747
	Total	72,403	58,934
	Operating Grants		
	Recurrent - Commonwealth Government		
	Financial Assistance Grants	29,300	9,499
	Family Services	7,303	6,537
	General home care	10,170	1,762
	Other	355	397
	Recurrent - State Government		
	Aged care	2,878	11,937
	School crossing supervisors	596	579
	Family Services	5,729	5,528
	Environment	608	876
	Roads	340	429
	Other	1,533	754
	Total recurrent operating grants	**58,812**	**38,297**
	Total operating grants	**58,812**	**38,297**
	Capital Grants		
	Recurrent - Commonwealth Government		
	Roads to recovery	3,489	4,318
	Total recurrent capital grants	**3,489**	**4,318**
	Non-recurrent - Commonwealth Government		
	Buildings	-	2,675
	Non-recurrent - State Government		
	Roads	536	1,242
	Recreation	2,554	2,746
	Buildings	1,024	8,794
	Central Geelong Revitalisation	5,468	-
	Other	520	863
	Total non-recurrent capital grants	**10,102**	**16,320**
	Total capital grants	**13,591**	**20,637**
	Unspent grants received on condition that they be spent in a specific manner		
	Balance at start of year	2,670	250
	Grants recognised as revenue during the year that were obtained on condition that they be expended in a specified manner that had not occurred at balance date were:	6,300	2,510
	Grants which were recognised as revenue in prior years and were expended during the current year in the manner specified by the grantor were:	(2,510)	(90)
	Net increase/(decrease) in restricted assets resulting from grant revenues for the year	**6,460**	**2,670**

		2017 $'000	2016 $'000
Note 7	**Contributions**		
	Monetary	6,730	3,394
	Non-monetary	47,269	40,247
	Total contributions	**53,999**	**43,641**
	Contributions of non monetary assets were received in relation to the following asset classes.		
	Land	9,465	8,974
	Infrastructure	37,804	31,274
		47,269	**40,247**
Note 8	**Net gain/(loss) on disposal of property, infrastructure, plant and equipment**		
	Proceeds of sale	6,841	10,469
	Written down value of assets disposed	(39,217)	(12,436)
	Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	**(32,376)**	**(1,967)**
Note 9	**Other income**		
	Interest	2,450	2,572
	Other	1,308	3,182
	Total other income	**3,758**	**5,754**
Note 10 (a)	**Employee costs**		
	Wages and salaries	121,101	117,475
	WorkCover	2,173	1,681
	Casual staff / Supplementary Labour	7,751	5,207
	Superannuation	10,718	10,642
	Fringe benefits tax	664	789
	Other	524	156
	Total employee costs	**142,931**	**135,950**
Note 10 (b)	**Superannuation**		
	Council made contributions to the following funds:		
	Defined benefit fund		
	Employer contributions to Local Authorities Superannuation Fund (Vision Super)	1,070	1,180
	Employer contributions - other funds	-	-
		1,070	1,180
	Employer contributions payable at reporting date.	-	-
	Accumulation funds		
	Employer contributions to Local Authorities Superannuation Fund (Vision Super)	6,844	6,912
	Employer contributions - other funds	3,281	2,987
		10,125	9,899
	Employer contributions payable at reporting date.	-	-

Council makes the majority of its superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2017, this was 9.5% required under Superannuation Guarantee Legislation (for 2015/16, this was 9.5%).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purpose of AASB 119.

		2017 $'000	2016 $'000
Note 11	**Materials and services**		
	Materials	8,196	8,229
	Contract payments	36,368	36,012
	Building maintenance	4,803	4,474
	Plant/Equipment/Vehicle Costs	7,556	6,938
	Utilities	8,788	8,852
	Office administration	6,443	6,586
	Information Technology	1,962	1,965
	Insurance	2,048	1,857
	Levies	6,217	4,336
	Geelong Regional Library Contribution	9,268	8,727
	Consultants	5,132	3,369
	Work in Progress Expensed	3,530	4,668
	Total materials and services	**100,311**	**96,014**
Note 12	**Bad and doubtful debts**		
	Parking fine debtors	951	810
	Other debtors	(32)	(48)
	Total bad and doubtful debts	**919**	**762**
Note 13	**Depreciation**		
	Property	9,703	9,393
	Plant and equipment	5,887	5,754
	Infrastructure	39,127	36,835
	Total depreciation	**54,717**	**51,982**
	Refer to note 22 for a more detailed breakdown of depreciation charges		
Note 14	**Borrowing costs**		
	Interest - Borrowings	2,348	2,858
	Total borrowing costs	**2,348**	**2,858**
Note 15	**Other expenses**		
	Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals. Internal audit outsourced projects.	204	81
	Councillors' allowances	-	465
	Landfill Provision	768	1,168
	Contributions #	10,309	3,815
	Other	4,097	3,405
	Impairment Loss	-	500
	Waste Disposal and Recycling	5,236	8,938
	Marketing, Promotion and Advertising	2,013	1,589
	Events and Functions	973	800
	Operating lease rentals	3,320	3,254
	Total other expenses	**26,920**	**24,013**

includes Council Contribution to Simonds Stadium Stage 4 in 2016-17

Note 16 Investment in associates, joint arrangements and subsidiaries

a) Investments in associates

Investments in associates accounted for by the equity method are:		
Geelong Regional Library Corporation	10,434	11,408
Regional Kitchen Pty Ltd	-	-
	10,434	**11,408**

Geelong Regional Library Corporation

Background

Principal activity is to provide Library Services to member municipalities. Council holds 88.11% (2016 87.91%) of equity in the corporation. Council has four directors on the Board of seven. Council has the ability to influence rather than control its operations. Incorporated in Australia.

Fair value of Council's investment in Geelong Regional Library Corporation	**10,434**	**11,408**
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus(deficit) at start of year	8,073	7,275
Reported surplus(deficit) for year	(974)	798
Council's share of accumulated surplus(deficit) at end of year	**7,099**	**8,073**
Movement in carrying value of specific investment		
Carrying value of investment at start of year	11,408	10,610
Share of surplus(deficit) for year	(974)	798
Carrying value of investment at end of year	**10,434**	**11,408**
Total Share of Net Profit /(Loss) in Associates	**(974)**	**(362)**

Note 17 Cash and cash equivalents	2017 $'000	2016 $'000
Cash on hand	114	109
Cash at bank	3,907	6,487
Term deposits (maturity less than 90 days)	10,000	-
Total cash and cash equivalents	**14,021**	**6,596**
Term deposits (maturity greater than 90 days - refer Note 18 Other financial assets)	78,999	80,640
Total cash and cash equivalents and financial assets	**93,020**	**87,236**

Councils cash and cash equivalents and other financial assets are subject to external restrictions that limit amounts available for discretionary use. These include:

- Trust funds and deposits (Note 24)	4,305	4,075
- Grants received but not expended (Note 6)	6,300	2,510
Total restricted funds	**10,605**	**6,585**
Total unrestricted cash and cash equivalents and other financial assets	**82,415**	**80,651**

Intended allocations
Although not externally restricted the following amounts have been allocated for specific future purposes by Council:

- Cash held to fund carried forward capital works (Note 28 b)	82,350	60,200
- other reserves (Note 28 b)	10,605	8,642
Total funds subject to intended allocations	**92,955**	**68,842**

Refer also to Note 18 for details of other financial assets held by Council

Note 18 Other financial assets		
Current		
Term deposits (maturity > 90 days)	88,999	80,640
Total	**88,999**	**80,640**
Non-current		
Unlisted Shares at Cost - Regional Kitchen Pty Ltd	230	230
Total	**230**	**230**
Total other financial assets	**89,229**	**80,870**

	2017 $'000	2016 $'000
Note 19 Trade and other receivables		
Current		
Rates debtors	2,541	2,472
Special rate assessment	-	340
Parking infringement debtors	8,736	7,691
Provision for doubtful debts - parking infringements	(7,003)	(6,242)
Other debtors	7,496	7,136
Provision for doubtful debts - other debtors	(590)	(449)
Total current trade and other receivables	**11,180**	**10,948**
Non-current		
Special rate scheme	508	128
Deferred Debtors	1,260	1,321
Loans and advances to community organisations	98	98
Total non-current trade and other receivables	**1,866**	**1,547**
Total trade and other receivables	**13,046**	**12,495**
a) Ageing of Receivables		
At balance date other debtors representing financial assets were past due but not impaired. The ageing of the Council's trade & other receivables (excluding statutory receivables) was:		
Current (not yet due)	2,356	4,499
Past due by up to 30 days	-	-
Past due between 31 and 180 days	772	156
Past due between 181 and 365 days	-	1
Past due by more than 1 year	-	-
Total trade & other receivables	**3,128**	**4,655**
b) Movement in provisions for doubtful debts		
Balance at the beginning of the year	6,691	6,024
New Provisions recognised during the year	919	763
Amounts already provided for and written off as uncollectible	(67)	(187)
Amounts provided for but recovered during the year	50	91
Balance at end of year	**7,593**	**6,691**
c) Ageing of individually impaired Receivables		
At balance date, other debtors representing financial assets with a nominal value of $0.1M. (2016: $0.2M) were impaired. The amount of the provision raised against these debtors was $0.1M (2016: $0.2M). The individual receivables have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.		
Current (not yet due)	-	1
Past due by up to 30 days	24	-
Past due between 31 and 180 days	23	70
Past due between 181 and 365 days	1	0
Past due by more than 1 year	77	101
Total trade & other receivables	**125**	**172**

Note 20 Inventories		
Inventories held for distribution	780	679
Inventories held for sale	302	285
Total inventories	**1,082**	**963**
Note 21 Other assets		
Prepayments	684	549
Accrued income	1,813	2,254
Other	3	23
Total other assets	**2,500**	**2,826**

Note 22 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At Fair Value 30 June 2016	Acquisitions	Contributions	Revaluation	Depreciation	Disposal	Transfers	At Fair Value 30 June 2017
Land	620,711	-	9,755	-	-	(6,965)	769	624,270
Buildings	279,535	5,982	-	-	(9,703)	(23,471)	2,805	255,148
Plant and Equipment	24,877	7,878	-	-	(5,887)	(798)	910	26,980
Infrastructure	1,090,409	28,424	37,869	19,796	(39,127)	(7,983)	17,874	1,147,262
Work in progress	49,786	34,734	-	-	-	-	(32,536)	51,984
	2,065,318	77,018	47,624	19,796	(54,717)	(39,217)	(10,178)	2,105,644

Summary of Work in Progress

	Opening WIP	Additions	Transfers	Write Offs	Closing WIP
Buildings	4,836	6,925	(2,803)	(51)	8,907
Plant and Equipment	743	491	(703)	(39)	492
Infrastructure	44,207	27,318	(25,500)	(3,440)	42,585
Total	49,786	34,734	(29,006)	(3,530)	51,984

Net Asset Revaluation increment / (decrement)	19,796

Note 22 Property, infrastructure plant and equipment (cont'd)

Land and Buildings	Note	Land - specialised	Land - non specialised	Land under Roads	**Total Land**	Heritage Buildings	Buildings - specialised	Buildings - non specialised	Leasehold Improvements	**Total Buildings**	Work In Progress	**Total Property**
At fair value 1 July 2016		561,826	48,624	10,261	**620,711**	30,483	215,530	37,489	2,323	**285,825**	4,836	**911,372**
Accumulated depreciation at 1 July 2016		-	-	-	**-**	(500)	(3,693)	(984)	(1,113)	**(6,290)**	-	**(6,290)**
		561,826	48,624	10,261	**620,711**	29,983	211,837	36,505	1,210	**279,535**	4,836	**905,082**
Movements in fair value												
Acquisition of assets at fair value		7,705	0	2,050	**9,755**	829	4,627	453	73	**5,982**	6,925	**22,662**
Revaluation increments/decrements		-	-	-	**-**	-	-	-	-	**-**	-	**-**
Fair value of assets disposed		(3,181)	(3,784)	-	**(6,965)**	-	(21,002)	(2,841)	-	**(23,843)**	-	**(30,808)**
Transfers		769		-	**769**	65	2,006	734	-	**2,805**	(2,854)	**720**
		5,293	(3,784)	2,050	**3,559**	894	(14,369)	(1,654)	73	**(15,056)**	4,071	**(7,426)**
Movements in accumulated depreciation												
Depreciation and amortisation		-	-	-	**-**	(1,019)	(6,549)	(1,917)	(218)	**(9,703)**	-	**(9,703)**
Accumulated depreciation revaluation reversal		-	-	-	**-**	-	-	-	-	**-**	-	**-**
Accumulated depreciation of disposals		-	-	-	**-**	-	351	21	-	**372**	-	**372**
Transfers		-	-	-	**-**	-	-	-	-	**-**	-	**-**
		-	-	-	**-**	(1,019)	(6,198)	(1,896)	(218)	**(9,331)**	**-**	**(9,331)**
At fair value 30 June 2017		**567,119**	44,840	12,311	**624,270**	31,377	201,161	35,835	2,396	**270,769**	8,907	**903,946**
Accumulated depreciation at 30 June 2017		-	-	-	**-**	(1,519)	(9,891)	(2,880)	(1,331)	**(15,621)**	-	**(15,621)**
		567,119	**44,840**	**12,311**	**624,270**	**29,858**	**191,270**	**32,955**	**1,065**	**255,148**	8,907	**888,325**

Note 22 Property, infrastructure plant and equipment (cont'd)

Plant and Equipment	**Note**	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecomms	Works in Progress	**Total plant and equipment**
At fair value 1 July 2016		32,722	13,495	26,586	743	**73,546**
Accumulated depreciation at 1 July 2016		(15,644)	(10,121)	(22,161)	-	**(47,926)**
		17,078	3,374	4,425	743	**25,620**
Movements in fair value						
Acquisition of assets at fair value		5,197	408	2,273	491	**8,369**
Revaluation increments/decrements		-	-	-	-	**0**
Fair value of assets disposed		(3,020)	(25)	(157)	-	**(3,202)**
Impairment losses recognised in operating result		-	-	-	-	**-**
Transfers		12	202	696	(742)	**168**
		2,189	585	2,812	(251)	**5,335**
Movements in accumulated depreciation						
Depreciation and amortisation		(3,438)	(547)	(1,902)	-	**(5,887)**
Accumulated depreciation of disposals		2,223	25	156	-	**2,404**
Impairment losses recognised in operating result		-	-	-	-	**-**
Transfers		(1)	-	-	-	**(1)**
		(1,216)	(522)	(1,746)	-	**(3,484)**
At fair value 30 June 2017		34,911	14,080	29,398	492	**78,881**
Accumulated depreciation at 30 June 2017		(16,860)	(10,643)	(23,907)	-	**(51,410)**
		18,051	3,437	5,491	492	**27,471**

Note 22 Property, infrastructure, plant and equipment (cont'd)

Infrastructure	Note	Road Seal	Road Pavement	Footpaths and cycleways	Drainage	Recreational, leisure and Community	Kerb & Channel	Roads Other	Other Infrastructure	Work In Progress	Total Infrastructure
At fair value 1 July 2016		169,207	505,981	214,068	422,644	145,847	200,313	142,579	76,555	44,207	**1,921,401**
Accumulated depreciation at 1 July 2016		(75,656)	(209,639)	(112,198)	(119,870)	(46,291)	(115,010)	(62,561)	(45,560)	0	**(786,785)**
		93,551	296,342	101,870	302,774	99,556	85,303	80,018	30,995	44,207	**1,134,616**
Movements in fair value											
Acquisition of assets at fair value		9,807	16,104	8,731	10,398	6,005	6,889	5,515	1,962	27,318	**92,729**
Revaluation increments/decrements		15,607	33,181	-	-	-	-	-	-	-	**48,788**
Fair value of assets disposed		(4,077)	(4,112)	(2,124)	(851)	(3,155)	(785)	(1,152)	(2,276)	-	**(18,532)**
Impairment losses recognised in operating result		-	-	-	-	-	-	-	-	-	**-**
Unrecognised Assets(Valued at WDV)		188	1,766	-	393	-	-	-	-	-	**2,347**
Transfers		4,907	7,387	1,214	1,379	2,047	350	(7,399)	7,988	(28,940)	**(11,067)**
		26,432	54,326	7,821	11,319	4,897	6,454	(3,036)	7,674	(1,622)	**114,265**
Movements in accumulated depreciation											
Depreciation and amortisation		(6,530)	(6,278)	(4,500)	(4,303)	(6,417)	(3,379)	(3,317)	(4,403)	-	**(39,127)**
Accumulated depreciation of disposals		2,666	1,448	1,843	305	1,593	687	603	1,404	-	**10,549**
Impairment losses recognised in operating result		-	-	-	-	-	-	-	-	-	**0**
Revaluation increments/decrements		(12,051)	(16,941)	-	-	-	-	-	-	-	**(28,992)**
Unrecognised Assets(Valued at WDV)		(41)	(1,249)	-	(38)	-	-	-	-	-	**(1,328)**
Transfers		(1,135)	(3,879)	-	(137)	-	-	5,014	1	-	**(136)**
		(17,091)	(26,899)	(2,657)	(4,173)	(4,824)	(2,692)	2,300	(2,998)	-	**(59,034)**
At fair value 30 June 2017		195,639	560,307	221,889	433,963	150,744	206,767	139,543	84,229	42,585	**2,035,666**
Accumulated depreciation at 30 June 2017		(92,747)	(236,538)	(114,855)	(124,043)	(51,115)	(117,702)	(60,261)	(48,558)	-	**(845,819)**
		102,892	323,769	107,034	309,920	99,629	89,065	79,282	35,671	42,585	**1,189,847**

Note 22 Property, infrastructure, plant and equipment (cont'd)

Valuation of land and buildings
Valuation of land and buildings were undertaken by Brian Robinson of Westlink Consulting. A.A.P.I.C.P.V Member no 970 as at 01/01/2016. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

Details of the Council's land and buildings and information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1	Level 2	Level 3
Land Non Specialised	-	44,840	-
Specialised land	-	-	567,119
Land Under Roads	-	-	12,311
Heritage buildings	-	-	29,858
Buildings Specialised	-	-	191,272
Building Non Specialised	-	32,955	-
Leasehold Improvements	-	-	1,065
Total	-	77,795	801,625

Valuation of infrastructure
Valuation of infrastructure assets has been undertaken by the Asset Management Engineers.
The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.
Details of the Council's infrastructure and information about the fair value hierarchy as at 30 June 2017 are as follows:

	Level 1	Level 2	Level 3
Road Pavement	-	-	323,770
Road Seals	-	-	102,893
Road Others	-	-	79,282
Footpaths and cycleways	-	-	107,034
Drainage	-	-	309,920
Recreational, leisure and Open Space			99,629
Kerbs & Channels	-	-	89,065
Other infrastructure	-	-	35,671
Total	-	-	1,147,264

Note 22 Property, infrastructure, plant and equipment (cont'd)

	2017 $'000	2016 $'000

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values of 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between $5 and $500 per square metre.

Specialised buildings are valued using a depreciated replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs is calculated on a square metre basis and ranges from $1,000 to $5,500 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 5 years to 80 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the depreciated replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 1 year to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

Reconciliation of specialised land

Land under roads	12,311	10,261
Parks and reserves	567,119	561,826
Total specialised land	**579,430**	**572,087**

		2017 $'000	2016 $'000
Note 23	**Trade and other payables**		
	Trade payables	15,424	14,220
	Accrued expenses	6,841	6,956
	Total trade and other payables	**22,265**	**21,176**
Note 24	**Trust funds and deposits**		
	Refundable deposits	2,509	2,429
	Fire services levy	1,796	1,645
	Total trust funds and deposits	**4,305**	**4,075**

Purpose and nature of items

Refundable deposits - Deposits are taken by Council as a form of surety in a number of circumstances, including in relation to building works, tender deposits, contract deposits and the use of civic facilities.

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received twenty-eights days after the rate instalment due date. Amounts disclosed here will be remitted to the State Government in line with that process.

Note 25	**Prepaid Income**		
	Rates	2,712	231
	Leisure Services	1,227	1,204
	Other	515	527
	Total trust funds and deposits	**4,454**	**1,961**

Note 26 Provisions

2017	**Corio Landfill restoration $ '000**	**Carbon Tax $ '000**	**Total $ '000**
Balance at beginning of the financial year	14,678	1,306	15,984
Additional provisions	769	-	769
Amounts used	(6,514)	(172)	(6,685)
Balance at the end of the financial year	**8,933**	**1,134**	**10,068**
2016			
Balance at beginning of the financial year	16,683	879	17,562
Additional provisions	1,169	427	1,595
Amounts used	(3,173)	-	(3,173)
Balance at the end of the financial year	**14,678**	**1,306**	**15,985**

	2017 $'000	2016 $'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12		
Annual leave	8,755	8,616
Long service leave	1,955	2,570
Other	179	146
	10,889	**11,332**
Current provisions expected to be wholly settled after 12		
Annual leave	864	984
Long service leave	17,015	14,992
	17,879	**15,975**
Total current provisions	**28,767**	**27,308**
Non-current		
Long service leave	2,307	2,875
Total non-current provisions	**2,307**	**2,875**
Aggregate carrying amount of employee provisions:		
Current	28,767	27,308
Non-current	2,307	2,875
Total aggregate carrying amount of employee provisions	**31,075**	**30,183**

		2017 $'000	2016 $'000
Note 26	**Provisions (cont'd)**		
	(b) Corio Land fill restoration		
	Current	8,933	14,678
	Non-current	-	-
		8,933	**14,678**
	(c) Total Current Provisions		
	Corio Landfill Restoration	8,933	14,678
	Carbon Tax	1,134	1,306
	Employee Provisions	28,767	27,308
	Total Current Provisions	**38,835**	**43,292**
Note 27	**Interest-bearing loans and borrowings**		
	Current		
	Borrowings	10,074	10,296
		10,074	**10,296**
	Non-current		
	Borrowings	35,435	44,479
	Total	**45,509**	**54,775**
	a) The maturity profile for Council's borrowings is:		
	Not later than one year	10,074	10,296
	Later than one year and not later than five years	23,044	26,749
	Later than five years	12,391	17,730
		45,509	**54,775**
	c) Aggregate carrying amount of interest-bearing loans and borrowings:		
	Current	10,074	10,296
	Non-current	35,435	44,479
		45,509	**54,775**
	Borrowings Secured against Council Rate Base		

Note 28 Reserves

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
(a) Asset revaluation reserves	**$'000**	**$'000**	**$'000**
2017			
Property			
Land and Buildings	542,937	-	542,937
Infrastructure			
Roads	169,144	19,796	188,940
Bridges	-	-	-
Footpaths and cycleways	22,925	-	22,925
Drainage	94,240	-	94,240
Recreational, leisure and community facilities	-	-	-
Waste management	-	-	-
Parks, open space and streetscapes	-	-	-
Other infrastructure	-	-	-
	286,309	19,796	306,105
Total asset revaluation reserves	**829,246**	**19,796**	**849,042**
2016			
Property			
Land and Buildings	535,879	7,058	542,937
	-	-	-
	535,879	7,058	542,937
Infrastructure			
Roads	169,144	-	169,144
Bridges	-	-	-
Footpaths and cycleways	22,925	-	22,925
Drainage	94,240	-	94,240
Recreational, leisure and community facilities	-	-	-
Waste management	-	-	-
Parks, open space and streetscapes	-	-	-
Other infrastructure	-	-	-
	286,309	-	286,309
Total asset revaluation reserves	**822,188**	**7,058**	**829,246**

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Note 28 Reserves (cont'd)

	Balance at beginning of reporting period $'000	Transfer to accumulated surplus $'000	Transfer from accumulated surplus $'000	Balance at end of reporting period $'000
(b) Other reserves				
2017				
Car Parking Reserve	200	-	-	200
Public Open Space Reserve	-	1,186	1,671	485
Main Drainage Reserve	-	31	31	-
Deferred Works Reserve	60,200	60,200	82,350	82,350
Asset Development Reserve	225	49	-	176
Asset Redevelopment Reserve	690	256	-	434
DCP Reserve - Jetty Road Stage 1	1,313	526	535	1,322
DCP Reserve - Armstrong Creek East Precinct	2,901	496	2,391	4,796
DCP Reserve - Armstrong Creek West Precinct	795	-	320	1,115
DCP Reserve - Armstrong Creek HBP	(11)	13	127	103
DCP Reserve - Armstrong Creek Town Centre	(8)	1,440	-	(1,448)
DCP Reserve - Ocean Grove Growth Area	784	-	213	997
DCP Reserve - Lara West	(2)	22	26	2
Armstrong Creek Public Open Space	-	-	888	888
S173 - Lonsdale Golf Club	23	-	-	23
Water Quality Levy	1,732	658	438	1,512
Total Other reserves	**68,842**	**64,877**	**88,990**	**92,955**
2016				
Car Parking Reserve	200	-	-	200
Public Open Space Reserve	-	1,237	1,237	-
Main Drainage Reserve	-	111	111	-
Deferred Works Reserve	56,200	56,200	60,200	60,200
Asset Development Reserve	268	43	-	225
Asset Redevelopment Reserve	690	-	-	690
DCP Reserve - Jetty Road Stage 1	1,809	36	(460)	1,313
DCP Reserve - Armstrong Creek East Precinct	1,522	-	1,379	2,901
DCP Reserve - Armstrong Creek West Precinct	526	1	270	795
DCP Reserve - Armstrong Creek HBP	-	11	-	(11)
DCP Reserve - Armstrong Creek Town Centre	-	8	-	(8)
DCP Reserve - Ocean Grove Growth Area	604	-	180	784
DCP Reserve - Lara West	-	2	-	(2)
S173 - Lonsdale Golf Club	11	-	12	23
Water Quality Levy	1,292	83	523	1,732
Total Other reserves	**63,122**	**57,732**	**63,452**	**68,842**

Council maintains three statutory reserves (Car Parking, Public Open Space and Main Drainage) to record funds collected from developers under the Planning and Environment Act and Local Government Act. Council identifies, as part of the budget process, capital works relevant to these reserves and records the capital expenditure as settlement of the obligations created in collecting the levies.

Council maintains a Deferred Works Reserve to record the estimated amount of Capital Expenditure that is expected to complete the capital projects that were approved in the previous year's budget, but had not been completed at year end.

Council maintains an Asset Development Reserve to record funds provided to Council for development of coastal infrastructure.

Council has an Asset Redevelopment Reserve to record funds provided to Council for the Saleyards redevelopment.

Council maintains individual reserves to record funds for each of the Approved Developer Contribution Plans (DCP).

		2017 $'000	2016 $'000
Note 29	**Reconciliation of cash flows from operating activities to surplus/(deficit)**		
	Surplus/(deficit) for the year	46,167	57,559
	Depreciation/amortisation	54,717	51,982
	Profit/(loss) on disposal of property, infrastructure, plant and equipment	32,376	1,967
	Other non cash items	3,530	4,668
	Contributions - Non-monetary assets	(47,624)	(40,917)
	Other	974	362
	Capital	6,514	3,173
	Finance Costs	2,382	2,904
	Change in assets and liabilities:		
	(Increase)/decrease in trade and other receivables	(551)	(646)
	(Increase) / decrease in prepayments	326	(1,549)
	Increase/(decrease) in refunds and deposits	230	575
	Increase/(decrease) in unearned income	-	-
	Increase/(decrease) in trade and other payables	1,089	1,711
	(Decrease)/increase in other liabilities	2,493	-
	(Increase)/decrease in inventories	(118)	(19)
	Increase/(Decrease) in provisions	(5,026)	(108)
	Increase/(Decrease) Other	-	(39)
	Net cash provided by/(used in) operating activities	**97,479**	**81,623**
Note 30	**Reconciliation of cash and cash equivalents**		
	Cash and cash equivalents (see note 17)	14,021	6,596
		14,021	**6,596**
Note 31	**Financing arrangements**		
	Bank overdraft	5,000	5,000
	Unused facilities	**5,000**	**5,000**

Note 32 Commitments

The Council has entered into the following commitments

2017	Not later than 1 year $'000	Later than 1 year and not later than 2 years $'000	Later than 2 years and not later than 5 years $'000	Later than 5 years $'000	Total $'000
Operating					
Recycling	2,616	399	545	-	3,560
Facilities Maintenance	782	770	2,310	279	4,141
Open space & parks management	625	557	1,408	111	2,701
Consultancies	1,993	1,577	2,218	77	5,865
Cleaning contracts for council buildings	939	939	2,652	458	4,988
Total	6,955	4,242	9,133	925	21,255
Capital					
Buildings	20,788	3,522	-	-	24,310
Total	20,788	3,522	-	-	24,310

2016	Not later than 1 year $'000	Later than 1 year and not later than 2 years $'000	Later than 2 years and not later than 5 years $'000	Later than 5 years $'000	Total $'000
Operating					
Recycling	1,620	1,612	134	-	3,366
Open space management	318	-	-	-	318
Consultancies	1,073	711	337	-	2,121
Cleaning contracts for council buildings	204	-	-	-	204
Total	3,215	2,323	471	-	6,008
Capital					
Buildings	2,907	130	-	-	3,037
Total	2,907	130	-	-	3,037

	2017 $'000	2016 $'000

Note 33 Operating leases

(a) Operating lease commitments

At the reporting date, the Council had the following obligations under non-cancellable operating leases for the lease of equipment and land and buildings for use within Council's activities (these obligations are not recognised as liabilities):

Not later than one year	2,716	2,384
Later than one year and not later than five years	8,968	7,861
Later than five years	29	1,864
	11,713	12,109

(b) Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 80 years. All leases include a CPI based revision of the rental charge annually.

Future minimum rentals receivable under non-cancellable operating leases are as

Not later than one year	1,746	1,817
Later than one year and not later than five years	3,412	4,020
Later than five years	3,549	3,847
	8,707	9,684

Note 34 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation categories, Vision MySuper/Visions Super Saver, receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2017, this was 9.5% as required under Superannuation Guarantee legislation).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.
There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of Council in the Fund cannot be measured as a percentage compared to other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Funding Arrangements

Council makes employer contributions to the defined benefit category of the Fund at rates determined by the trustee on the advice of the Fund's Actuary.

As at 30 June 2016, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contribution employer was 102.0%. To determine the VBI, the fund Actuary used the following long-term assumptions:

Net Investment returns	7.0%pa
Salary Information	4.25%pa
Price Inflation (CPI)	2.5%pa

Vision Super has advised that the estimated VBI at June 2017 was 103.1%

The VBI is to be used as the primary funding indicator. Since the VBI was above 100% the actuarial investigation determined the defined benefit category was in a satisfactory financial position and that no change was necessary to the defined benefit category's funding arrangements from prior years.

Employer Contributions
Regular Contributions

On the basis of the results of the 2016 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category at rates determined by the Fund's Trustee. For the year ended 30 June 2017, this rate was 9.5% of members' salaries (9.5% in 2015/16). This rate will increase in line with any

Note 34 Superannuation (cont'd)

Funding Calls

If the defined benefit category is in an unsatisfactory financial position at actuarial investigation or the defined benefit category's VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the defined benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirements, the Fund's participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1July 1993 and post-30 June 1993 service liabilities of the Fund's defined benefit category, together with employer's payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund would be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers. In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer's successor.

2016 Interim actuarial investigation surplus amounts

The Fund's interim actuarial investigation as at 30 June 2016 identified the following in the defined benefit category of which Council is a contributing employer:
- A VBI surplus of $40.3 million; and
- A total service liability of surplus of $156 million.

The VBI surplus means that the market value of the fund's assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2016.
The total service liability surplus means that the current value of the assets in the Fund's defined benefit category plus expected future contributions exceeds the value of expected future benefits and expenses.
Council was notified of the 30 June 2016 VBI during August 2016.

Note 35 Contingent liabilities and contingent assets

(a) Contingent Liabilities

Landfill

Council operates a landfill. Council will have to carry out site rehabilitation works in the future. At balance date Council is unable to accurately assess the financial implications of such works for the Drysdale facility but have provided for the rehabilitation of Corio Landfill.

Guarantees	**$'000**	**Balance 30 June 2017 $'000**
Geelong Hockey Association	150	28
Geelong Amateur Football & Netball Club	112	0

The amount disclosed for financial guarantee in this note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee

(b) Contingent assets

Infrastructure Assets

In the course of creating new subdivisions, developers construct infrastructure assets which are vested with Council when Council issues a Statement of Compliance. These assets are brought to account as revenue (Contributions - Non Monetary Assets) and capitalised.

At reporting date, developers had commenced construction of assets that will eventually be transferred to the Council issuing a Statement of Compliance.

Council cannot reliably measure the value of assets involved prior to completion.

Note 36 Financial Instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) and bank borrowings. Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in Note 1 of the financial statements. 'Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of our financial instruments will fluctuate because of changes in market prices. The Council's exposures to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Our interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes us to fair value interest rate risk / Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rate.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989* . We manage interest rate risk by adopting an investment policy that ensures:
- diversification of investment product,
- monitoring of return on investment,
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.
Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause us to make a financial loss. We have exposure to credit risk on some financial assets included in our balance sheet. To help manage this risk:
- we have a policy for establishing credit limits for the entities we deal with;
- we may require collateral where appropriate; and
- we only invest surplus funds with financial institutions which have a recognised credit rating specified in our investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the Council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.
There are no material financial assets which are individually determined to be impaired.
We may also be subject to credit risk for transactions which are not included in the balance sheet, such as when we provide a guarantee for another party. Details of our contingent liabilities are disclosed in note 34.
The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of our operational liquidity requirements or we will not have sufficient funds to settle a transaction when required, we will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:
- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed in the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 35, and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.
With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 27.

Note 36 Financial Instruments (cont'd)

e) Fair value

Unless otherwise stated, the carrying amount of financial instruments reflect their fair value.
Fair value hierarchy
Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

(f) Sensitivity disclosure analysis
Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:
- A parallel shift of + 0.5% and -0.5% in market interest rates (AUD) from year-end rates of 1.50%.

These movements will not have a material impact on the valuation of Council's financial assists and liabilities, nor will they have a material impact on the results of Council's operations.

Note 37 Related party transactions

(i) Related Parties

Parent Entity
City of Greater Geelong

(ii) Key Management Personnel

Details of persons holding the position of Administrator or other members of key management personnel at any time during the year are :

		2017 No.
Administrators	Dr Kathy Alexander	1
	Laurinder Gardner	1
	Peter Dorling	1
Total number of Administrators		**3**
Chief Executive Officer and other Key Management Personnel		
Kelvin Spiller	Chief Executive Officer	1
Linda Quinn	Director Community Life	1
Will Tieppo	Director City Services	1
Peter Bettess	Director Planning & Development	1
Brett Luxford	Director Investment & Attraction	1
Joanne Moloney	Director Finance & Strategy	1
Dean Frost	Director Finance & Strategy (Resigned 19 Oct 2016)	1
Dr Geoff Russell	Manager Communication & Marketing	1
Rebecca Leonard	Executive Manager Governance & Legal Services	1
Andrew Keen	Executive Manager People & Organisational Development	1
		10
Total Key Management Personnel		**13**

(iii) Remuneration of Key Management Personnel

	2017 $'000
Total remuneration of key management personnel was as follows:	
Short-term benefits	2433
Long-term Benefits	46
Post Employment Benefits	179
Termination Benefits	323
Total	**2,981**

The number of Key Management Personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2017 No.
$10,000 - $19,999	-
$70,000 - $79,999	1
$80,000 - $89,999	1
$90,000 - $99,999	-
$140,000 - $149,999	2
$160,000 - $169,999	1
$200,000 - $209,999	-
$230,000 - $239,999	1
$240,000 - $249,999	2
$250,000 - $259,999	2
$270,000 - $279,999	1
$390,000 - $399,999	1
$400,000 - $409,999	1
	13

(iv) Transactions with Related Parties

There are no transactions to report with related parties

(v) Outstanding balances with related parties

There are no outstanding balances at the end of the reporting period in relation to transactions with related parties.

(vi) Loans to/from related parties

There are no loans in existence with related parties

(vi) Commitments to/from related parties

There are no commitments in existence with related parties.

Note 38 Senior Officer Remuneration

A Senior Officer is an officer of Council, other than Key Management Personnel, who:
a) has management responsibilities and reports directly to the Chief Executive; or
b) whose total annual remuneration exceeds $142,000

The number of Senior Officers are shown below in their relevant income bands:

	2017	2016
Income Range:	No.	No.
$130,000 - $139,999	-	2
$140,000 - $149,999	5	12
$150,000 - $159,999	7	5
$160,000 - $169,999	4	8
$170,000 - $179,999	8	7
$180,000 - $189,999	3	2
$190,000 - $199,999	3	2
$200,000 - $209,999	-	1
$230,000 - $239,999	1	1
$240,000 - $249,999	1	-
$300,000 - $309,999	-	1
	32	**41**

Total Remuneration for the reporting year for Senior Officers included above, amounted	5,464	6,829

Note 39 Events occurring after balance date

No events to report after balance date

Certification of the Financial Statements

In my opinion the accompanying financial statements have been prepared in accordance with the *Local Government Act 1989*, the *Local Government (Planning and Reporting) Regulations 2014*, Australian Accounting Standards and other mandatory professional reporting requirements.

Michael Kelly CPA
Principal Accounting Officer

Date : *05-September-2017*
Geelong

In our opinion the accompanying financial statements present fairly the financial transactions of City of Greater Geelong for the year ended 30 June 2017 and the financial position of the Council as at that date.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.

Dr Kathy Alexander
Administrator

Date : *05-September-2017*
Geelong

Laurinda Gardner
Administrator

Date : *05-September-2017*
Geelong

Kelvin Spiller
Chief Executive Officer

Date : *05-September-2017*
Geelong

Independent Auditor's Report

Victorian Auditor-General's Office

To the Administrators of Greater Geelong City Council

Opinion

I have audited the financial report of Greater Geelong City Council (the council) which comprises the:

- balance sheet as at 30 June 2017
- comprehensive income statement for the year then ended
- statement of changes in equity for the year then ended
- statement of cash flows for the year then ended
- statement of capital works for the year then ended
- notes to the financial statements, including a summary of significant accounting policies
- certification of the financial statements.

In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2017 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the *Local Government Act 1989* and applicable Australian Accounting Standards.

Basis for Opinion

I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. My responsibilities under the Act are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report.

My independence is established by the *Constitution Act 1975.* My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Administrators' responsibilities for the financial report

The Administrators of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the *Local Government Act 1989*, and for such internal control as the Administrators determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the Administrators are responsible for assessing the council's ability to continue as a going concern, and using the going concern basis of accounting unless it is inappropriate to do so.

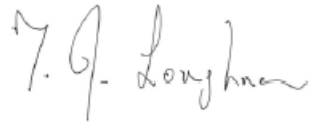
Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994,* my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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

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

I communicate with the Administrators regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



MELBOURNE
8 September 2017

Tim Loughnan
as delegate for the Auditor-General of Victoria

CONTACT US

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CITY OF GREATER
GEELONG

ASSEMBLY OF COUNCIL RECORD

Chief Executive Officer: Kelvin Spiller
Source: Legal Services and Governance

Summary

- Section 80A (2) of the Local Government Act 1989 requires the record of an Assembly of Council be reported to the next practicable Ordinary Meeting of Council.
- A record of Assembly of Council meeting(s) is attached as an Appendix to this report.

P Dorling moved, L Gardner seconded -

That the information be received.

Carried.

RECORD OF ASSEMBLIES OF COUNCIL
(Council Meeting 18 October 2017)

Assembly Details	Administrators	Officer Attendees	Agenda Items	Conflict of Interest Disclosures
Council Briefing **10 October 2017**	Kathy Alexander Laurinda Gardner Peter Dorling	K Spiller (CEO) L Quinn (DIR) P Godfrey (A/DIR) G Lawler (A/DIR) P Anderson (A/DIR) A Keen (EXEC MGR) G Russell (MGR) F Gray (MGR) T Ellis (MGR) B Szymczak (OFFICER) J Thomas (ADVISOR) R Leonard (EXEC MGR) – Apology B Luxford (DIR) – Apology	• Annual Report 2016/17	• Nil

PLANNING DELEGATIONS – SEPTEMBER 2017

Source: **Planning & Development - City Development**
Acting Director: **Geoff Lawler**
Index Reference: **Delegation**

Summary

- Section 98 of the Local Government Act 1989 and section 188 of the Planning and Environment Act 1987 empower Council to delegate its powers, duties and functions under relevant legislation to members of Council staff.
- Council may also delegate to committees comprising Councillors and staff or a combination of both, pursuant to sections 86 and 87 of the Local Government Act and section 188 of the Planning and Environment Act.
- At its meeting on 13 March 2007 Council established a Planning Committee and a Development Hearings Panel with delegated powers to determine upon any development applications which have been the subject of an objection or in circumstances where officers have recommended refusal of the application.
- At its meeting on 23 September 2008 Council adopted a recommendation to allow Officers (restricted to Manager, Coordinator and Team Leader level) the ability to consider and approve applications with five or less objections.
- The appendix to this report contains a schedule of all applications determined under these delegations.

L Gardner moved, P Dorling seconded -

That the information be received.

Carried.

CLOSE OF MEETING

As there was no further business the meeting closed at 6.33pm. Wednesday, 18 October 2017.

Signed: _____
Dr Kathy Alexander (Chair)

Date of Confirmation: _____

Planning Decisions Report - September 2017

App Number	Location	Application Type	Decision Date	Description	Authority Description
PP-130-2017	53 Stinton Avenue, NEWTOWN VIC 3220	Buildings and Works for the Construction of Five (5) Dwellings, Reduction of Visitor Car Park Space, Alteration of Access to Road Zone Category 1, and Construction of Fence and Crossover in Special Building Overlay	8/9/2017	NOD - Planning Permit	Development Hearings Panel
PP-15-2017	135 Taits Road, BARWON HEADS VIC 3227	Use and Development of the Land (Part) for Boat and Caravan Storage and Store (Self Storage), Removal of Native Vegetation and a Waiver of the Loading/Unloading Requirements of Clause 52.07	8/9/2017	Refusal to Grant a Planning Permit	Development Hearings Panel
PP-1512-2014	3-4 McKillop Place, GEELONG VIC 3220	Construct Two Dwellings	14/9/2017	Extended Planning Permit	Delegated Authority
PP-447-2016	690 Batman Road, INDENTED HEAD VIC 3223	Staged Multi-Lot Subdivision and Removal of Native Vegetation and Removal of Reserve Status from LP210545A.	8/9/2017	NOD - Planning Permit	Development Hearings Panel
PP-490-2017	2 Thorne Street, EAST GEELONG VIC 3219	Partial Demolition of Existing Dwelling, Buildings and Works Associated with an Extension to the Existing Dwelling and Construction of One (1) Additional Dwelling and a Two (2) Lot Subdivision	25/9/2017	NOD - Planning Permit	Development Hearings Panel
PP-492-2017	3 Corvi Court, OCEAN GROVE VIC 3226	Three (3) Lot Subdivision	12/9/2017	No Appeal Lodged Permit Issued	Development Hearings Panel
PP-1290-2016	31 Orton Street, OCEAN GROVE VIC 3226	Construction of Four (4) Dwellings, a Four (4) Lot Subdivision and Alteration of Access to a Category 1 Road	04/09/2017	NOD - Delegate	Objections - 2
PP-320-2017	70 Station Road, MARSHALL VIC 3216	Construction of Eight (8) Dwellings and Eight (8) Lot Subdivision	05/09/2017	NOD - Delegate	Objections - 3
PP-423-2017	1-3 The Avenue, OCEAN GROVE VIC 3226	Removal of Restriction (PS539521Q 05/07/2007) from Lot 1 on PS539521Q, Buildings and Works Associated with the Partial Demolition, Alterations and Addition to an Existing Dwelling, Construction of a Carport, Removal of Trees and Two (2) Lot Subdivision	14/09/2017	NOD - Delegate	Objections - 1
PP-56-2017	29 Rotherham Street, BELMONT VIC 3216	Construction of Two (2) Dwellings and Two (2) Lot Subdivision	05/09/2017	NOD - Delegate	Objections - 2
PP-647-2017	14 Pizer Street, GEELONG WEST VIC 3218	Partial Demolition of Existing Dwelling and Works Associated with a Second Storey Addition to the Existing Dwelling	25/09/2017	NOD - Delegate	Objections - 2

PP-666-2017	20 Taits Road, BARWON HEADS VIC 3227	Buildings and Works for the Construction of Two (2) Dwellings and Two (2) Lot Subdivision	13/09/2017	NOD - Delegate	Objections - 2
PP-725-2017	13 Calder Street, MANIFOLD HEIGHTS VIC 3218	Construction of a Dwelling over 7.5 metres in height	14/09/2017	NOD - Delegate	Objections - 1
PP-744-2017	61 Waratah Street, GEELONG WEST VIC 3218	Partial Demolition and Buildings and Works Associated with an Existing Dwelling in a Heritage Overlay	28/09/2017	NOD - Delegate	Objections - 2