

THE CITY OF GREATER GEELONG

ANNUAL REPORT

—
2018–19



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.



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INTRODUCTION

The City of Greater Geelong Annual Report 2018–19 provides a comprehensive account of our performance from 1 July 2018 to 30 June 2019.

With a population of over 252,000 people, the City of Greater Geelong is Victoria's largest regional city and located 75 kilometres from the Melbourne CBD.

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



252,217
2018 ESTIMATED
RESIDENT
POPULATION



77.3%
OF HOMES HAVE
AN INTERNET
CONNECTION



45 KM
OF COASTLINE



~18,000
BUSINESSES



899 HECTARES
PROTECTED
NATURAL
HABITAT



2.41
AVERAGE
HOUSEHOLD
SIZE

EMPLOYMENT

Our rapidly growing population is supporting growth in our diverse economy. Our biggest growth sectors include:

- health care and allied services
- construction
- education and training and
- hospitality services.

While changes in our manufacturing sector have mirrored global trends, the sector still accounts for a large proportion of local jobs in increasingly knowledge-intensive and specialised products such as:

- advanced manufacturing
- cleantech and
- agribusiness.

Other key industries in our economy include:

- tourism
- specialised insurance services and
- creative and digital industries.



83%
OF WORKFORCE
LIVE IN GREATER
GEELONG



16.2%
POPULATION
BORN OVERSEAS



2,407
ABORIGINAL
AND TORRES
STRAIT
ISLANDERS



2.6%
POPULATION
GROWTH
RATE (2016–17)



5.8 MILLION
VISITORS TO
THE REGION



40
MEDIAN AGE

OUR PURPOSE, VALUES AND STRATEGIC PRIORITIES

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.

OUR 11 STRATEGIC PRIORITIES

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

MAYOR AND CEO MESSAGE

The past 12 months have been exciting for the Greater Geelong region, with a continuing influx of new residents, visitors and business.

During this important period, it's pleasing to report that we have made significant ground on a number of key projects and initiatives that will help set us up for a bright future. At all times, we have sought to put our community first.

We have invested heavily in social infrastructure that will give all residents access to high quality services and support. It was a particular pleasure to officially open a new early learning centre in Highton, Stage 2 of the Leopold Community Hub (including a library), and a large community complex in Armstrong Creek East.

This year also saw us implement a hard waste trial, an initiative requested by the community via our councillors.

Thinking longer-term, we have been planning carefully for continued growth, with our population forecast to pass 393,000 by 2041. Council adopted the *Settlement Strategy* that will guide this growth, and adopted framework plans for the new Northern and Western Growth Areas. Combined, these two areas – near Lovely Banks and Batesford – will eventually house 110,000 residents. It's our intention that both will be fantastic places to live, with excellent transport connections, community facilities, employment hubs, and some stunning environmental features.

Geelong's status as Australia's only UNESCO City of Design has showcased our region on a global stage of 180 leading Creative Cities. The designation also helped us secure a partnership with the National Gallery of Victoria for Melbourne Design Week. This led to us hosting more than 20 events during March.

The introduction of Greater Geelong's first ever Youth Council was another undoubted highlight of the year. The 12 bright young people selected have made a terrific start with their eagerness and passion.

We've also taken the huge and long-awaited step of committing to a new central administrative building, which will bring our people from nine different offices together under one roof. This will result in significant long-term savings and transform the way we serve our community, providing a central point of contact.

Our dynamic major events calendar has continued to bring thousands of visitors and worldwide exposure. The Australian International Airshow at Avalon was a spectacular success, while a huge Australia Day weekend saw the Cadel Evans Great Ocean Road Race and Festival of Sails running side-by-side on the Geelong waterfront.

And we have finalised a number of important plans and strategies that will shape our direction in the coming years. Our *Multicultural Action Plan 2018–2022*, *Access and Inclusion Action Plan 2018–22*, *Municipal Early Years Plan 2018–22*, and *Ba-gurrk: A Gender Equity Framework for the Greater Geelong Region* are all key planks in our vision for a city that is welcoming and provides opportunities for all people.

Thank you to our councillors and employees for all their work on these projects and many more during the past 12 months.

We look forward to serving the Greater Geelong community with continued energy throughout 2019–20.



A stylized black ink signature of CR Bruce Harwood.

**CR BRUCE HARWOOD –
MAYOR**



A stylized black ink signature of Martin Cutter.

**MARTIN CUTTER –
CHIEF EXECUTIVE OFFICER**

THE YEAR IN REVIEW

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FAST FACTS

We deliver a wide range of infrastructure, services and programs to the Geelong community. In 2018–2019 this included:

170 
school crossings supervised

16,470 
km of sealed roads maintained


11.7km 
of footpaths replaced

3 NEW 
youth drop-in centres opened

198,700 
visitors through the Visitor Information Service Network


15,000 
plants, shrubs and trees planted along the Green Spine

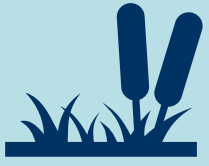
80+ 
Aboriginal artworks featured as part of the Reconciliation Projections Program 2019


770 
people assisted through in-home modifications and maintenance services

2,432 
people engaged through live streaming of in-chamber Council meetings

400,000+ 
swim lessons provided

\$63.2m 
invested in new community infrastructure

800+ 
ha managed for nature conservation and enhancement of our natural environment

5,673 
attendees at the Small Business Festival 2018

500 
new Australian citizens formally welcomed to our community

75,378 
people attracted to our Christmas in Central Geelong Program

OVERVIEW OF FINANCIAL PERFORMANCE

Following is an overview of our financial results for 2018–19.

For full details, please refer to the Annual Financial Report on page 134.

SURPLUS

\$125.3 million – increase of \$49.3 million on the previous year.

REVENUE

\$488.5 million – 47.3 per cent coming from rates and charges.

EXPENDITURE

\$363.2 million – 42.6 per cent employee costs and 29.6 per cent materials and services.

NET ASSETS

\$2.5 billion – \$156 million increase on the previous year.

CAPITAL EXPENDITURE

\$124.5 million – 27.3 per cent relating to roads, footpaths, cycle paths and drainage; 13.5 per cent to land and buildings; and 32.5 per cent to recreational, leisure and community facilities.

COMPREHENSIVE INCOME STATEMENT

The comprehensive income statement shows how much we earned during the 2018–19 financial year. It details where we receive our income and how it is spent.

NET RESULT

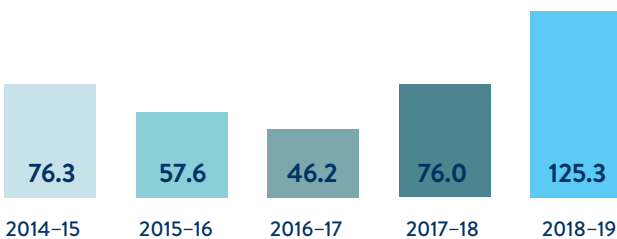


FIGURE 1: Net result for 2014–15 to 2018–19 (\$m)

TOTAL COMPREHENSIVE RESULTS

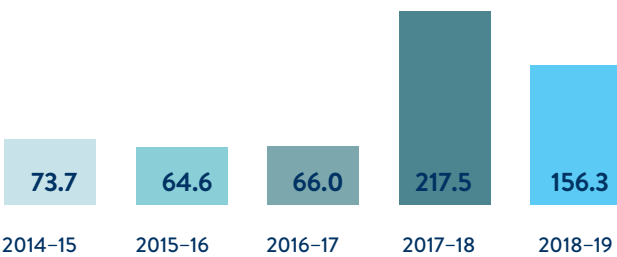


FIGURE 2: Total comprehensive results for 2014–15 to 2018–19 (\$m)

Includes items that will not be classified to surplus or deficit in future periods, such as net asset revaluation.

The \$49.3 million increase in our surplus – that is, income minus expenditure – is shown in Figure 1. This result is due to:

- a rates income increase of \$12.1 million
- a user fees increase of \$2.9 million
- capital grants income being up by \$6.1 million and
- non-monetary contributions being up by \$28.2 million.

These increases were offset by an employee cost increase of \$3.5 million and additional depreciation of \$7.3 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 2018–19, was an increment of \$31 million.

Our *Strategic Resource Plan* forecasts surpluses over the next four years, including a \$78.1 million surplus in 2019–20. This is a critical part of our financial strategy, as it gives us the capacity to maintain our community assets.

BALANCE SHEET

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

ASSETS

Our assets are primarily made up of:

- cash and cash equivalents of \$105.5 million – used to cover our long-service leave obligations and provide funds for capital works that have been carried over
- property, plant and equipment worth \$2.5 billion – an increase of \$166 million on the previous year.

These asset types make up 94.6 per cent of our total assets.

TOTAL ASSETS

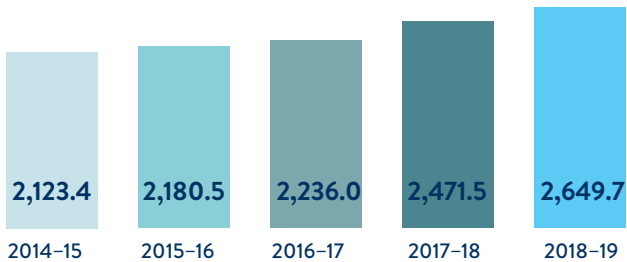


FIGURE 3: Total assets 2014-15 to 2018-19 (\$m)

INVESTMENTS

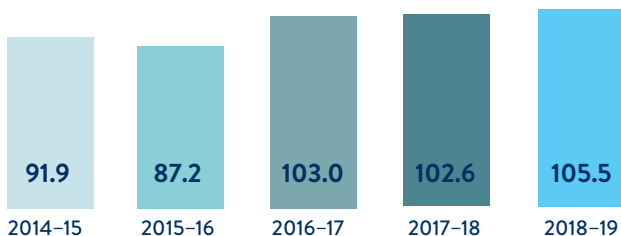


FIGURE 4: Investments 2014-15 to 2018-19 (\$m)

CAPITAL PROGRAM

We deliver an extensive capital works program – renewing, upgrading and building assets to meet community need.

As Figure 5 shows, our capital works expenditure in 2018-19 was \$124.5 million. This included:

- \$33.2 million on renewal works (26.7 per cent)
- \$14.4 million on upgrade works (11.5 per cent) and
- \$76.9 million on new assets (61.8 per cent).

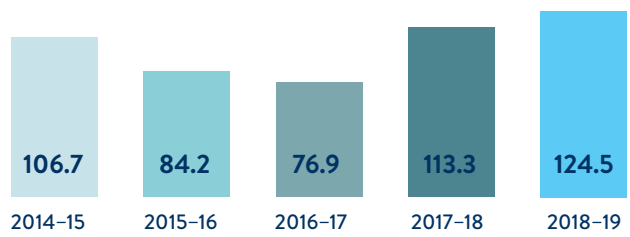


FIGURE 5: Capital works expenditure 2014-15 to 2018-19 (\$m)

The main categories of expenditure were:

- \$22.5 million on roads
- \$16.8 million on land and buildings
- \$40.5 million on recreational, leisure and community facilities
- \$10.9 million on plant and equipment
- \$4.2 million on waste management
- \$18.2 million on other assets
- \$5.2 million on footpaths and bike paths
- \$6.3 million on drainage.

LIABILITIES

Our liabilities include future commitments to suppliers, employees (for leave entitlements), loans and costs associated with providing landfill.

TOTAL LIABILITIES

As Figure 6 shows, total liabilities were \$157.6 million, an increase of 16.2 per cent on the 2017–18 balance. This was mainly due to a loan borrowing increase and the recognition of the Drysdale Landfill rehabilitation provision.

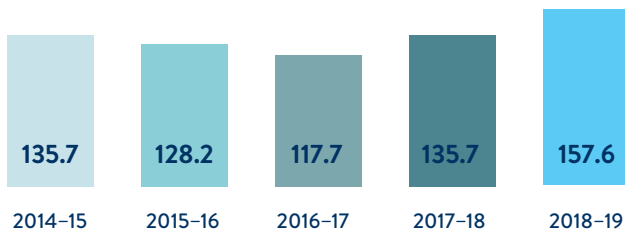


FIGURE 6: Total liabilities 2014–15 to 2018–19 (\$m)

LOANS

Our loan balance equates to 41.2 per cent of total liabilities – an increase resulting from a \$26 million loan drawn down in 2018–19. A total of \$6.4 million in loan borrowings have been deferred from 2018–19 into 2019–20. We repaid \$8.8 million of loans in 2018–19.

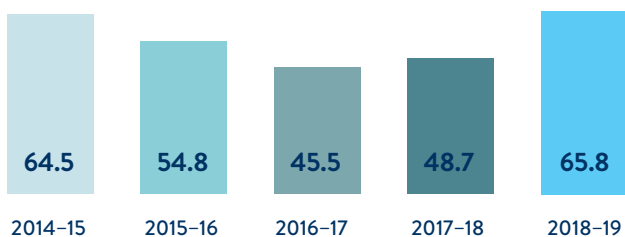


FIGURE 7: Loans from 2014–15 to 2018–19 (\$m)

DEBT COMMITMENT

The debt commitment ratio shows the percentage of rates required to pay back principal and interest on our loans. Figure 8 shows that a low percentage of rates are being used to service loans and have the capacity to meet our debt repayments. The lower ratio in 2018–19 was due to:

- our \$8.8 million loan repayments and
- a new loan of \$26 million drawn down to offset an increase in rates revenue.

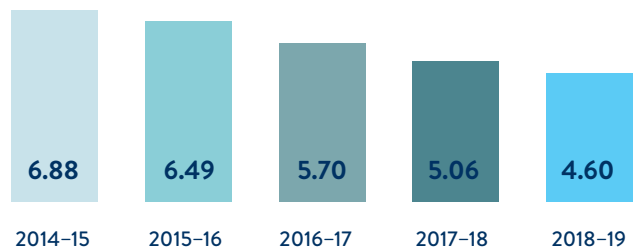


FIGURE 8: Debt commitment percentage 2014–15 to 2018–19 (%)

RATEPAYER EQUITY

Ratepayer equity is represented by the City's net worth – that is what we own (total assets of \$2,649 million) minus what we owe (total liabilities of \$157.6 million).

As Figure 9 shows, ratepayer equity at 30 June 2019 was \$2,492.1 million – a 7.2 per cent increase on the previous year. This is due to the continued growth in our fixed asset base – that is, property, plant and equipment – and the kerb and channel, pathway and 'road other' revaluation impact.

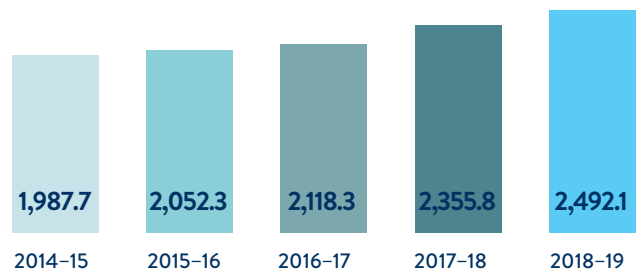


FIGURE 9: Ratepayer equity 2014–15 to 2018–19 (\$m)

OUR COUNCIL





COUNCIL INFORMATION

THE ROLE OF COUNCIL

The *Local Government Act (Vic) 1989* requires all councils to provide leadership for the good governance of the municipality and the local community. This means:

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

OUR COUNCILLORS

Our community elected its Council for a three-year term on 28 October 2017.

Councillors set the strategic direction for the municipality, which influences policy, service standards and performance across the organisation.

The municipality is divided into four, multiple-councillor wards (see Figure 10):

- Bellarine Ward: three councillors
- Brownbill Ward: three councillors
- Kardinia Ward: three councillors
- Windermere Ward: two councillors



FIGURE 10: Ward map of the City of Greater Geelong



CR BRUCE HARWOOD
Mayor
Kardinia Ward

PORTFOLIOS:

- Disability, Access, Inclusion and Volunteering (DC)
- Economic Development (C)
- Finance (DC)
- Leadership and Governance (C)
- Strategy and Communications (DC)

COMMITTEES:

- Audit and Risk Committee
- Barwon South West Waste and Resource Recovery Group Committee Forum
- Central Administrative Office Advisory Committee (C)
- CEO Employment Matters Committee
- G21 Pillars – Economic Development, Geelong Region Alliance
- Planning Committee
- Regional Capitals Australia
- Regional Cities Victoria



CR PETER MURRIHY
Deputy Mayor
Brownbill Ward

PORTFOLIOS:

- Social and Infrastructure Planning (C)
- Tourism and Events (DC)

COMMITTEES:

- Central Administrative Office Advisory Committee
- Central Geelong Marketing Committee
- CEO Employment Matters Committee
- G21 Pillar – Sports and Recreation
- Geelong Major Events
- Geelong Regional Library Corporation
- Planning Committee
- Tourism Greater Geelong and The Bellarine Inc. (from March 2019)



CR ANTHONY AITKEN
Windermere Ward

PORTFOLIOS:

- Disability, Access, Inclusion and Volunteering (C)
- Social and Infrastructure Planning (C)

COMMITTEES:

- Access and Inclusion Advisory Committee
- Audit and Risk Committee (S)
- Central Administrative Office Advisory Committee
- CEO Employment Matters Committee
- G21 Pillar – Sports and Recreation
- Planning Committee



CR STEPHANIE ASHER
Bellarine Ward

PORTFOLIOS:

- Planning (C)
- Strategy and Communications (C)
- Sustainable Development (DC)

COMMITTEES:

- Audit and Risk Committee (S)
- CEO Employment Matters Committee
- Geelong Regional Library Corporation
- G21 Pillars – Environment, Planning and Services
- Municipal Association of Victoria (S)
- Planning Committee (C)
- Submissions Review Panel (C)

KEY: Chair (C) Deputy Chair (DC) Substitute (S) Delegate (D)



CR KYLIE GRZYBEK
Windermere Ward

PORTFOLIOS:

- An Inclusive and Diverse Community (DC)
- Community Health and Safety (C)
- Leadership and Governance (DC)

COMMITTEES:

- Audit and Risk Committee
- Central Administrative Office Advisory Committee
- CEO Employment Matters Committee
- G21 Pillar – Health and Wellbeing
- Multicultural Action Plan Committee
- Municipal Association of Victoria
- Planning Committee
- Women in Community Life



CR EDDY KONTELJ
Brownbill Ward

PORTFOLIOS:

- Transportation and Connections (C)
- Veterans' Affairs (C)

COMMITTEES:

- G21 Pillar – Transport
- Planning Committee



CR SARAH MANSFIELD
Brownbill Ward

PORTFOLIOS:

- An Inclusive and Diverse Community (C)
- Environment and Sustainability (C)

COMMITTEES:

- Association of Bayside Municipalities
- G21 Pillars – Environment, Health and Wellbeing
- Planning Committee
- The Karreenga Aboriginal Advisory Committee
- Women in Community Life



CR JIM MASON AM
Bellarine Ward

PORTFOLIOS:

- Arts, Culture and Heritage (C)
- Community Health and Safety (DC)
- Environment and Sustainability (DC)
- Planning (DC)
- Sustainable Development (C)

COMMITTEES:

- Association of Bayside Municipalities
- Bellarine Multi Arts Facility (Potato Shed)
- Central Administrative Office Advisory Committee
- G21 Pillars – Arts and Culture, Education and Training, Planning and Services, Transport
- Geelong Art Gallery
- Geelong – Queenscliffe Coastal Adaptation Program
- Geelong Regional Library Corporation
- Heritage Advisory Committee
- Planning Committee
- Rural and Peri-Urban Advisory Committee

KEY: Chair (C) Deputy Chair (DC) Substitute (S) Delegate (D)



CR PAT MURNANE
Kardinia Ward

PORTFOLIOS:

- Arts, Culture and Heritage (DC)
- Finance (C)

COMMITTEES:

- Central Administrative Office Advisory Committee
- Geelong Major Events
- Planning Committee



CR RON NELSON
Kardinia Ward

PORTFOLIOS:

- Tourism and Events (C)
- Transportation and Connections (DC)

COMMITTEES:

- Central Administrative Office Advisory Committee
- Geelong Major Events
- Geelong Regional Library Corporation
- Planning Committee
- Tourism Greater Geelong and the Bellarine (until March 2019)



CR TRENT SULLIVAN
Bellarine Ward

PORTFOLIOS:

- Economic Development (DC)
- Veterans' Affairs (DC)

COMMITTEES:

- Bellarine Multi Arts Facility (Potato Shed) (D)
- Central Administrative Office Advisory Committee
- Central Geelong Marketing Committee (D)
- G21 Pillar – Economic Development
- Geelong Major Events
- Planning Committee

KEY: Chair (C) Deputy Chair (DC) Substitute (S) Delegate (D)

MUNICIPAL MONITORS

In November 2017, the Minister for Local Government appointed two municipal monitors¹ to oversee the governance and administration of the Council for a period of three years. The appointed municipal monitors are Ms Jude Munro and Mr Peter Dorling. In February 2019, their role was reviewed by the Minister for Local Government, the Hon. Adem Somyurek, and subsequently reduced. They will remain in place until 2020 and hold quarterly meetings with the Council and other relevant stakeholders.

¹ The appointment of the monitors was made in accordance with section 223CA of the *Local Government Act (Vic) 1989*.

OUR PEOPLE

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OUR LEADERSHIP TEAM



MARTIN CUTTER
Chief Executive Officer

- Manages day-to-day operations in line with *Council Plan 2018–22*.
- Implementing Council's funding priorities
- Transformation and City Vision



MICHAEL DUGINA
Director Customer and Corporate Services

- Business Improvement
- Civic Accommodation
- Customer Service
- Digital Information and Technology
- Digital Transformation
- Financial Services
- Program Integration and Development
- Property, Procurement and Assets



REBECCA LEONARD
Acting Director Governance, Strategy and Performance

- Corporate Communication and Marketing
- Enterprise Risk
- Governance
- Internal Audit
- Internal Ombudsman
- Legal Services
- Mayor and Councillor Support
- Strategy, Engagement and Performance



BRETT LUXFORD
Director Economy, Investment and Attraction

- Arts and Culture
- Central Geelong and Waterfront (including Revitalising Central Geelong)
- Economic Development and Events
- Smart City
- Tourism



KAARINA PHYLAND
Executive Manager People and Culture

- Employee Relations and HR Business Partnering
- Learning and Culture
- Organisational Safety
- Remuneration and HR Assist



GARETH SMITH
Director Planning, Design and Development

- City Development
- Health and Local Laws
- Planning and Growth
- Urban Design and Heritage



ROBYN STEVENS
Director Community Life

- Community Care
- Connected Communities
- Family Services
- Healthy Communities
- Leisure and Recreation Services
- Social Planning and Investment



GUY WILSON-BROWNE
Director City Services

- Capital Projects
- City Works
- Emergency Management
- Engineering Services
- Environment and Waste Services
- Parks and Gardens

FIGURE 11: Our leadership team as at 30 June 2019

OUR ORGANISATIONAL STRUCTURE

To help us better align our organisation to deliver on our council plan, we adopted this structure on 1 May 2019.

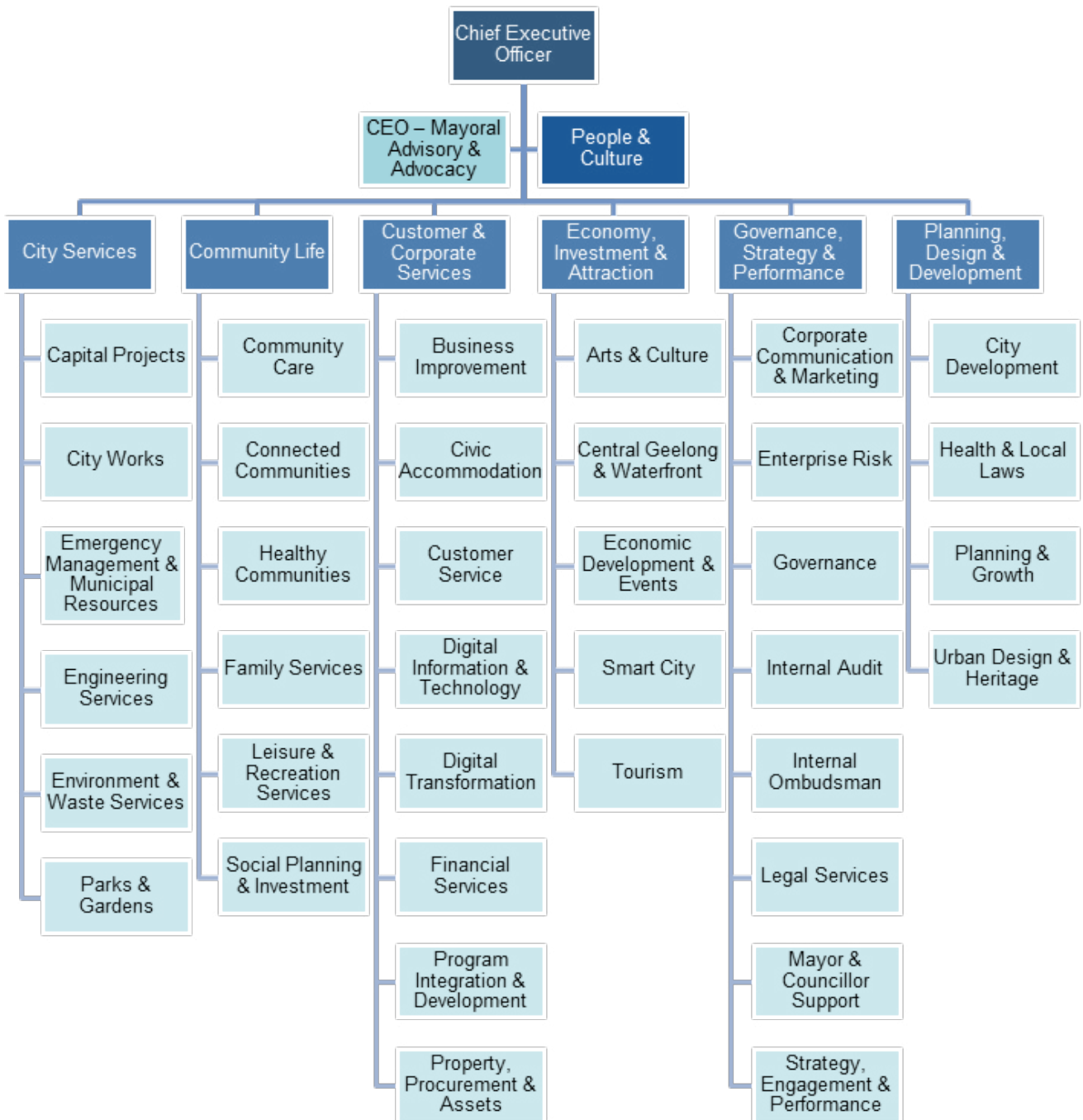


FIGURE 12: Our organisational structure as at 30 June 2019

OUR PEOPLE

We are one of the largest employers in the region, employing 2,647 people – equivalent to 1,608.4 full-time employees².

Our turnover³ in 2018–19 was 8.2 per cent – down from 9.5 per cent the previous year. As Table 1 shows, our employee numbers have remained fairly stable since 2014–15.

TABLE 1: Total head count of employees 2014–15 to 2018–19

	2014–15	2015–16	2016–17	2017–18	2018–19
Employee numbers	2,675	2,643	2,652	2,554	2,647

Table 2 shows a summary of our full-time equivalent employees by directorate and employment type.

TABLE 2: Total full-time equivalent employees by directorate in 2018–19

EMPLOYEE TYPE	CEO	CITY SERVICES	COMMUNITY LIFE	CUSTOMER AND CORPORATE SERVICES	ECONOMY, INVESTMENT AND ATTRACTION	GOVERNANCE, STRATEGY AND PERFORMANCE	PEOPLE AND CULTURE	PLANNING, DESIGN AND DEVELOPMENT
Full-time	5.0	412.2	296.4	106.8	55.5	41.7	26.3	117.1
Part-time	0.4	16.0	316.7	24.0	18.9	5.2	5.9	48.1
Casual	0.0	2.5	88.1	5.2	7.4	0.2	5.4	3.4
Total	5.4	430.7	701.2	136.0	81.8	47.1	37.6	168.6

Table 3 shows a summary of full-time equivalent employees by employment type and gender.

TABLE 3: Gender and employment type of full-time equivalent employees

EMPLOYEE TYPE	MALE	FEMALE	TOTAL
Full-time	599.5	461.5	1,061.0
Part-time	55.2	380.0	435.2
Casual	32.5	79.7	112.2
Total	687.2	921.2	1,608.4

² As at 30 June 2019

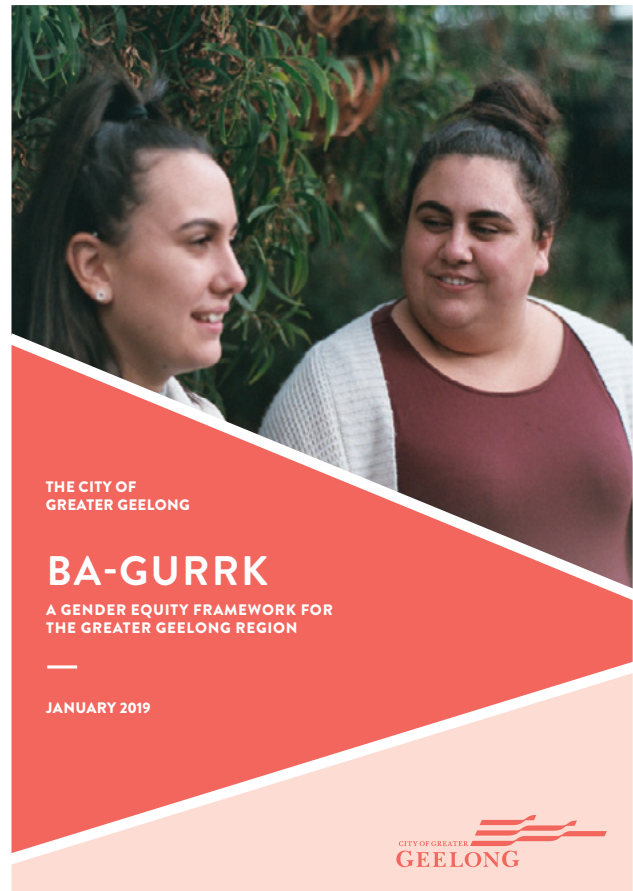
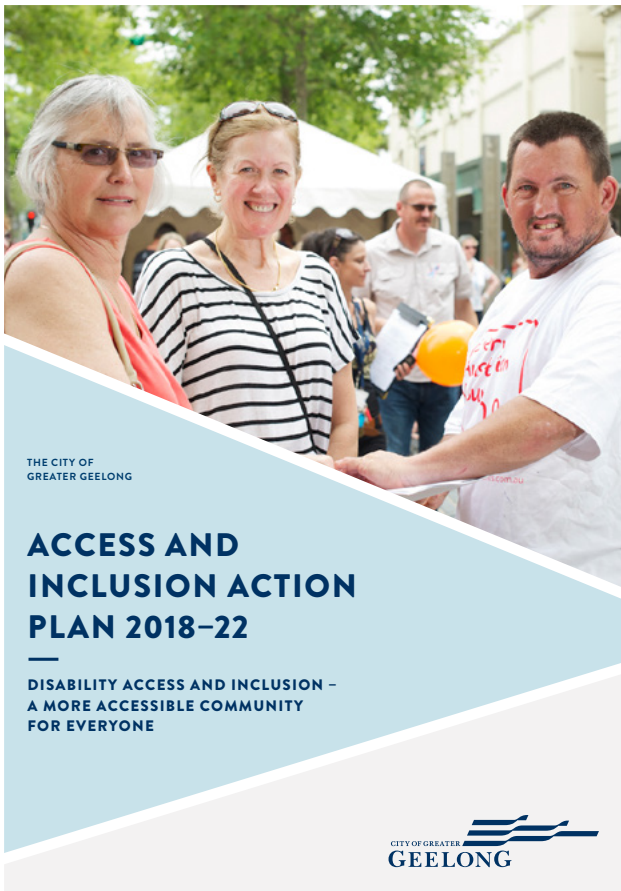
³ Excludes casual employees

EQUAL EMPLOYMENT OPPORTUNITY

We are an equal opportunity employer and value the contributions a diverse workforce brings to our community.

This financial year, we endorsed both our *Access and Inclusion Action Plan 2018–22*, developed with the Victorian Equal Opportunity and Human Rights Commission, and *Ba-gurrk: A Gender Equity Framework for the Greater Geelong Region*.

As part of our commitment to diversity and equal opportunity, all our employees are educated to recognise and prevent institutional or systemic issues that can cause discriminatory behaviours such as sexual harassment, victimisation, vilification, and bullying.



OCCUPATIONAL HEALTH AND SAFETY

Health and safety matters to us.

Our safety management system, CitySafe, gives us the tools and practices we need to reduce OHS risks and is constantly being reviewed and updated.

Below is a summary of the action we undertook in the financial year to help us protect our employees, contractors and our community.

HEALTH AND SAFETY LEADERSHIP TRAINING

In 2018–19, over 250 employees attended a one-day training program designed to upskill supervisors and managers in health and safety. The *Leading Safety* program covered:

- impacts of injured staff
- workplace culture
- mental health
- responsibilities of employers
- legislation
- incident reporting and notification.

COMMITTEES AND CONSULTATION

We reviewed our health and safety committee structure in 2018. All areas of the business are now represented in the new structure and the committee has oversight of health and safety strategy. We established Health and Safety Representative forums so all our health and safety representatives can meet every three months to share ideas and initiatives. This has resulted in a more consistent approach to consultation.

WORKPLACE INJURIES AND REPORTED INCIDENTS

We updated our definition of a lost time injury (LTI) on 1 July 2018 to align with the Australian Standard definition (injuries resulting in the loss of one shift or more).

'Minor incidents' and 'near miss' definitions were also updated, resulting in some incidents previously defined as a 'near miss' now classified as a 'minor incident'.

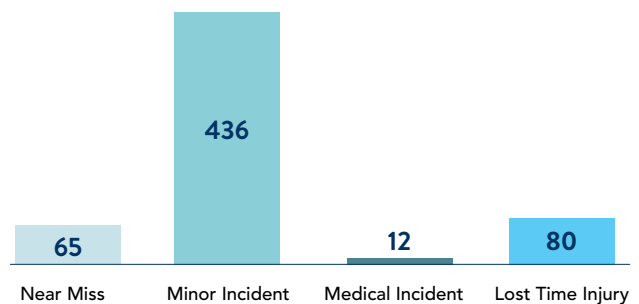


FIGURE 13: Incident reporting at the City (2018–19)

OUR PERFORMANCE

The background features a light blue gradient. A large teal triangle is positioned in the bottom-left corner, and a smaller light blue triangle is in the bottom-right corner. Two white diagonal lines intersect to form a triangular shape in the lower half of the page.

HOW WE PLAN

Planning in our organisation occurs on multiple levels, as demonstrated in Figure 14.



FIGURE 14: Our planning framework

Council Plan 2018–22 is the key document that guides us. It translates our community’s needs and expectations into action and establishes what we aim to achieve over the term of this Council. It is supported by many important plans and strategies including; our municipal public health and wellbeing plan; social infrastructure plan; asset and land management plans; environment management strategy and ten-year financial plan.

While our priorities and measures of success are set for four years, we review and update the aims every 12 months. This helps us to respond to our rapidly changing environment and keeps us on track.

Our annual work plans and budget are based on:

- council plan priorities
- our strategic resource plan
- services we are required to deliver.

We use longer-term service planning to help us predict how broad trends – advancing technology, climate change, growth and asset renewal gaps to name a few – will impact future delivery of services. These plans set service goals, actions, resource plans and identify business improvement opportunities.

TRENDS IMPACTING OUR SERVICES

There are several factors that impact on the delivery of our services, as Table 4 shows.

TREND	WHAT IT MEANS FOR US	HOW WE NEED TO RESPOND
Technology	Rapidly advancing technology shifts the world we work in.	We need the skills and know-how to cost efficiently adopt new technology to better meet community expectations.
Climate change	Our changing climate impacts all areas and businesses across our region.	To help address the impacts of climate change, we need to show leadership in policy and everyday workplace procedures.
Social equity	Some of our community are amongst the most at risk of social exclusion in Victoria.	We must consider and implement a series of strategies to help drive long-term solutions.
Growth	With a growth rate of 2.64 per cent, we are one of the state's fastest growing regional municipalities.	We need a 'whole-of-organisation' effort to service, plan and deliver infrastructure for our growth corridors, whilst balancing service delivery to our established areas.
Community expectations	Community expectations about their input into local decision-making is growing.	While we prepare for our changing future, we must also manage our community's evolving and growing expectations of the services we currently deliver and those we will deliver in the future.
Limitations on traditional revenue	With the introduction of rate capping, we must operate on a tight financial model.	We must continuously improve the efficiency of our services.
Workforce demographics and resourcing	Attracting and retaining appropriately skilled employees will be a constant challenge.	We need to continually review and monitor appropriate channels to attract skilled candidates.
Increasing asset renewal gap	It is becoming increasingly difficult to balance the maintenance and renewal of assets, while still delivering much-needed new assets.	Optimal investment in the maintenance, renewal, replacement, enhancement and disposal of our assets is needed to sustain service delivery.

TABLE 4: Trends impacting our services



COUNCIL PLAN HIGHLIGHTS FOR 2018–19

STRATEGIC DIRECTION	ACHIEVEMENTS
Improved health and safety of our community	<ul style="list-style-type: none"> – Council endorsed <i>Ba-gurrk: A Gender Equity Framework for the Greater Geelong Region</i>. – Council endorsed the <i>Municipal Public Health and Wellbeing Plan 2018–2021</i>.
Informed social infrastructure and planning	<ul style="list-style-type: none"> – We delivered new and upgraded sporting and community facilities across the municipality, including the new Armstrong Creek East Community Hub and the Goldsworthy Reserve Athletics Track upgrade. – We added 15.4 hectares to our open space network.
A more inclusive and diverse community	<ul style="list-style-type: none"> – Council endorsed the <i>Multicultural Action Plan 2018–2022</i>. – Council endorsed the <i>Access and Inclusion Plan 2018–22</i>.
Planned sustainable development	<ul style="list-style-type: none"> – Council adopted the <i>Settlement Strategy</i>, a planning framework to deliver housing in the municipality to 2036. – We secured ownership of the land we need for the future Sparrovale Wetlands.
Effective environmental management	<ul style="list-style-type: none"> – We opened a garden organics processing facility in Anakie to process residential green waste. – We started a hard waste trial in April 2019 and organised 10,813 hard waste pickups in the first three months.
Vibrant arts and culture	<ul style="list-style-type: none"> – We hosted 20 Melbourne Design Week events including workshops, talks, tours and exhibitions. – Our Geelong After Dark 2019 event attracted 32,400 people to Central Geelong, with 270 artists delivering 56 activities.
Integrated transport connections	<ul style="list-style-type: none"> – Our Roads to Success program, launched in July 2018, improved pothole repair response times by 80 per cent. – Council endorsed the design of Stage 1 and Stage 2 of the Better Bike Connections Southern Link, which will connect Central Geelong with Waurn Ponds (via Belmont).
A thriving and sustainable economy	<ul style="list-style-type: none"> – We hosted the UNESCO Creative Cities Network Geelong Stakeholder Day. – We finalised the Geelong City Deal with the federal and state governments.
Growing our tourism and events	<ul style="list-style-type: none"> – We completed the <i>Greater Geelong and the Bellarine Tourism Development Plan</i>, which outlines initiatives to support projected tourism and economic growth for the region. – We commenced Stage 1 of the 'The Sunken Gallery' project – a living underwater art installation – at The Dell in Clifton Springs.
Innovative finances and technology	<ul style="list-style-type: none"> – We developed five-year service plans, which identified service goals, actions, resource plans and business improvement opportunities. – We received a \$1.8 million grant to improve free community Wi-Fi and enhance broadband for Geelong's northern suburbs.
Organisational leadership, strategy and governance	<ul style="list-style-type: none"> – We appointed our first Youth Council. – We started live streaming council meetings from the chamber.

A full account of our achievements under each strategic priority follows.



IMPROVED HEALTH AND SAFETY OF OUR COMMUNITY

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

ACHIEVEMENTS

- Council endorsed *Ba-gurrk: A Gender Equity Framework for the Greater Geelong Region*.
- Council endorsed the *Municipal Public Health and Wellbeing Plan 2018–2021*.
- We supported the Towards Home+ Geelong program, which provides essential outreach services to a number of rough sleepers in Central Geelong.
- We launched Virtual Fitness classes and Myzone at Leisurelink.
- We met all home care standards as part of an external quality review by the Australian Aged Care Quality Commission.
- We shared our emergency management expertise with the Borough of Queenscliffe, and also participated in a project to pilot a state emergency management capability and capacity assessment tool.
- Council adopted a *Dog Controls in Public Places Policy* and the *Fenced Dog Parks – Siting, Design and Management Guidelines*.

FOCUS AREAS

- Developing long-term strategies that can address social equity without comprising our existing service standards.
- Restoring community confidence in the Little Malop Street Mall as an accessible public open space in Central Geelong.

LINKS TO CLEVER AND CREATIVE VISION:



People feel safe wherever they are



An inclusive, diverse, healthy and socially connected community

PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2019	PROGRESS COMMENTS	STATUS
Increase in the percentage of residents feeling safe where they live.	Every two years	54%	57%	–	The next Preventative Health Survey results are due to be released in the 2020–21 financial year.	△
Increase in the percentage of adults rating their health as very good, or excellent.	Every two years	59%	60%	–	The next Preventative Health Survey results are due to be released in the 2020–21 financial year.	△
Increase in the percentage of adults who are sufficiently physically active.	Every two years	41%	43%	–	The next Preventative Health Survey results are due to be released in the 2020–21 financial year.	△
Increase in the percentage of children enrolled who participate in Maternal Child Health Services.	Annual	73.46%	75%	73.17%	Increase in mandatory workforce training has impacted service delivery.	◆

■ On track
 ◆ Needs improvement
 ● Off track
 △ Not yet available
 ✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018-19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Showing leadership in gender equity, diversity and family violence prevention.		Council endorsed <i>Ba-gurrk: A Gender Equity Framework for the Greater Geelong Region</i> on 12 February 2019. Combined with a proposed action plan, this will help advance gender equity in all our policies, plans, services and programs.	■
Supporting local organisations that address homelessness, family violence and food shortages.		We supported the Towards Home+ Geelong program, a joint initiative led by Neami National, which provides essential outreach services to rough sleepers in Central Geelong. We also coordinated a forum of key agencies to address rough sleepers and homelessness in Geelong and developed a fact sheet of key agency contacts.	■
Develop a housing policy to provide a range of social and affordable housing options.		Over 100 people attended a social housing forum in late June 2019 as part of our social housing strategy engagement. The draft report is expected to be open for comment in October 2019. The strategy is being funded by the Department of Health and Human Services.	■
Improving safety in our community.	<i>Consult with the community on safety issues that are impacting them.</i>	We appointed a dedicated officer to engage with the Geelong Local Safety Committee and other networks, as part of ongoing work to give local safety committees a voice in developing local community safety priorities.	■
Providing safer public spaces.	<i>Improve safety of, and user satisfaction with, community infrastructure.</i>	We completed a functional evaluation of our new children's service facilities, consulting with both service users and employees. We continued to install sports field lighting and unisex change room amenities across the municipality, in partnership with government and community groups.	■
	<i>Improve public safety on the Geelong Waterfront and in Central Geelong.</i>	We reviewed and upgraded the CCTV system to improve quality and analysis of imagery. This upgrade will also support future expansions of the CCTV system, if required. We continued to facilitate a Central Geelong Mall Subcommittee, chaired by Victoria Police and supported by the Department of Justice and Community Safety.	■
Working with stakeholders to prevent crime.		We maintained regular contact with Victoria Police and other relevant agencies.	■

■ On track
◆ Needs improvement
● Off track
△ Not yet available
✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018-19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Encouraging responsible pet ownership.		<p>Council adopted a <i>Dog Controls in Public Places Policy</i> and the <i>Fenced Dog Parks – Siting, Design and Management Guidelines</i> in 2018-19.</p> <p>We also inspected dog control signs in 371 reserves and improved our processes to support the amendments to the <i>Domestic Animals Act</i> concerned with dog breeding, and selling dogs and cats.</p>	■
Promoting healthy eating and supporting active living.		<p>Council endorsed the <i>Municipal Public Health and Wellbeing Plan 2018-2021</i> in October 2018.</p> <p>We continued to reduce sugar-sweetened beverages at City-owned and operated leisure centres.</p> <p>We also continued our work with G21 to promote healthier eating and active living.</p>	■
	<p><i>Consult with the community to create more health and fitness options.</i></p>	<p>We started rolling out virtual fitness classes across our Swim Sport and Leisure centres to give members more flexible exercise options.</p> <p>We consulted with our Webstars Swim School members and introduced a new year-round lesson format in response to their feedback.</p> <p>We offered over 20 health workshops to educate Swim Sport and Leisure members about healthy lifestyle habits.</p>	✓
Creating healthy environments in children's settings.		<p>We actively monitored and promoted immunisation for all children using our early childhood services.</p> <p>We promoted healthy eating in all children settings, supporting and encouraging families.</p> <p>We implemented the safe sleeping guidelines in our children's settings.</p>	■
Working towards having the safest roads in Victoria.		<p>We started our review of the <i>Geelong Road Safety Strategy</i>. The community engagement is due to occur later in 2019.</p> <p>We upgraded pedestrian crossing points and intersections in Central Geelong, including Myers Street, Bellerine Street and Eastern Beach. We also upgraded accessible parking bays in Brougham Street and Moorabool Street.</p>	■

■ On track
◆ Needs improvement
◼ Off track
△ Not yet available
✓ Complete

LOCAL GOVERNMENT PERFORMANCE REPORTING INDICATORS

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

SERVICE/INDICATOR/ MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS AND COMMENTS
Aquatic Facilities					
Satisfaction <i>User satisfaction with aquatic facilities (optional)</i> [User satisfaction with how council has performed on provision of aquatic facilities]	0.00	0.00	0.00	0.00	The City does not report on this optional measure.
Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	0.00	0.67	0.67	1.00	One inspection was conducted at each of the City's six pools.
Health and safety <i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	16	22	18	15	The reduction in notifiable incidents coincides with the 'Watch Around the Water' campaign – an education program targeted at parents.
Service cost <i>Cost of indoor aquatic facilities</i> [Direct cost of indoor aquatic facilities less income received / Number of visits to indoor aquatic facilities]	\$0.95	\$0.91	\$0.51	\$0.69	Compliance with new industry regulations has increased wages, chemical costs and operating expenses. Utility costs are also escalating.
Service cost <i>Cost of outdoor aquatic facilities</i> [Direct cost of outdoor aquatic facilities less income received / Number of visits to outdoor aquatic facilities]	\$6.27	\$4.90	\$4.71	\$6.21	We trialled extended operating hours this year. Compliance with new industry regulations has also increased wages, chemical costs and operating expenses. Utility costs are also escalating.
Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	8.51	8.48	8.36	8.82	Use of aquatic venues has increased. Our Learn to Swim program now operates year-round and program participation and retention has grown. Visits by schools, groups and casual users is also up on previous years.

SERVICE/INDICATOR/ MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS AND COMMENTS
Animal Management					
Timeliness <i>Time taken to action animal management requests</i> [Number of days between receipt and first response action for all animal management requests / Number of animal management requests]	1.00	1.00	1.00	1.00	All animal management requests are actioned within one day.
Service standard <i>Animals reclaimed</i> [Number of animals reclaimed / Number of animals collected] x100	50.00%	48.31%	20.26%	18.65%	We make every effort to reunite registered cats and dogs with owners before they're impounded.
Service cost <i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$55.87	\$57.66	\$64.22	\$66.26	Annual labour costs and pound management – including impound cost per animal – have risen.
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	12	12	21	19	The number of prosecutions presented to the Magistrates Court has increased over the past two years in proportion to the reported number of serious dog attacks. Prosecutions are influenced by: <ul style="list-style-type: none"> • the nature and scale of the attack • availability of reliable witnesses and adequate evidence • any prior history of non-compliance.
Food Safety					
Timeliness <i>Time taken to action food complaints</i> [Number of days between receipt and first response action for all food complaints / Number of food complaints]	2.72	2.64	2.04	1.78	There has been a steady decrease in our complaint response times over the past few years. This is particularly notable given that complaints are increasingly lodged online and on the weekend.

SERVICE/INDICATOR/ MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS AND COMMENTS
Service standard	98.58%	101.28%	105.74%	99.94%	
<i>Food safety assessments</i> [Number of registered class 1 food premises and class 2 food premises that receive an annual food safety assessment in accordance with the <i>Food Act 1984</i> / Number of registered class 1 food premises and class 2 food premises that require an annual food safety assessment in accordance with the <i>Food Act 1984</i>] x100					
Service cost	\$367.99	\$481.94	\$506.52	\$517.04	Annual labour cost rises, combined with the growth in new food businesses, has increased costs slightly.
<i>Cost of food safety service</i> [Direct cost of the food safety service / Number of food premises registered or notified in accordance with the <i>Food Act 1984</i>]					
Health and safety	99.11%	96.48%	99.46%	99.32%	
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					
Home and Community Care (HACC)					
Timeliness	19.75	Reporting Ceased	Reporting Ceased	Reporting Ceased	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.
<i>Time taken to commence the HACC service</i> [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]		1 July 2016	1 July 2016	1 July 2016	

SERVICE/INDICATOR/ MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS AND COMMENTS
Service standard <i>Compliance with Community Care Common Standards</i> [Number of Community Care Common Standards expected outcomes met / Number of expected outcomes under the Community Care Common Standards] x100	100.00%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	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 <i>Cost of domestic care service</i> [Cost of the domestic care service / Hours of domestic care service provided]	\$55.84	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	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 <i>Cost of personal care service</i> [Cost of the domestic care service / Hours of domestic care service provided]	\$55.84	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	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 <i>Cost of respite care service</i> [Cost of the respite care service / Hours of respite care service provided]	\$55.84	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	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 <i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	19.45%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	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 <i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	16.04%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	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 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS AND COMMENTS
Maternal and Child Health (MCH)					
Satisfaction <i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	103.16%	100.94%	94.22%	96.84%	
Service standard <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service (from birth notifications received) / Number of birth notifications received] x100	98.31%	101.43%	100.00%	98.89%	
Service cost <i>Cost of the MCH service</i> [Cost of the MCH service / Hours worked by MCH nurses]	\$73.93	\$75.33	\$79.68	\$80.35	
Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	75.45%	73.46%	73.78%	73.17%	
Participation <i>Participation in the MCH service by Aboriginal children</i> [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	59.20%	73.26%	64.86%	63.39%	



INFORMED SOCIAL INFRASTRUCTURE AND PLANNING

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

ACHIEVEMENTS

- We delivered new and upgraded sporting and community facilities including:
 - Armstrong Creek East Community Hub
 - Highton Early Learning Centre
 - Cloverdale Community Centre
 - Leopold Community Hub – Stage 2
 - Goldsworthy Reserve Athletics Track upgrade
 - Armstrong Creek East Precinct community pavilion
 - Stead Park Softball and Baseball pavilion upgrade.
- We added 15.4 hectares to our open space network.
- We planned for future development of sport and recreation facilities for Herne Hill Reserve and West Oval with further master plans underway for Lara Recreation Reserve, Drysdale Sporting Precinct and Grovedale Recreation Reserve.
- We completed planning and design for the Northern ARC Health and Wellbeing Hub.
- We completed over 300 upgrade projects for roads, footpaths, kerb and channel, drainage and bridges.
- Our 'Roads to Success' program was commended in the 2019 Engineering Excellence Awards for public works projects ('Excellence in Innovation - Regional' category).
- We delivered 11 new or upgraded playgrounds across the municipality.

FOCUS AREAS

- Planning on how we can deliver infrastructure for our growth corridors, whilst balancing service delivery to our established areas.
- Securing land for new infrastructure developments in established areas.

LINKS TO CLEVER AND CREATIVE VISION:



An inclusive, diverse, healthy and socially connected community



People feel safe wherever they are



Sustainable development that supports population growth and protects the natural environment



PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2019	PROGRESS COMMENTS	STATUS
No net loss of public open space by suburb.	Annual	2,147.6 ha (530 sites)	Maintain	2,177.9 hectares (549 sites) (2018)	An increase of 19 sites and 30.3 hectares on the baseline result of 2017, with no net loss in any suburb.	■
Per cent of plans for key community infrastructure projects completed.	Annual	—	100%	65%	37 key community infrastructure projects have been identified for delivery by 2022.	■

■ On track
 ◆ Needs improvement
 ⬮ Off track
 △ Not yet available
 ✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018-19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Providing more quality spaces that support active lifestyles.		<p>We estimate that 114 open space planning referrals were processed during the 2018-19 financial year.</p> <p>We installed new play equipment, seating and trees at 11 playgrounds across the municipality.</p> <p>We started constructing two new playgrounds in Ocean Grove (Kingston Park) and St Leonards (Sandbar Street Reserve).</p> <p>We also started designing an inclusive play space at Rippleside Park in Rippleside.</p>	■
Supporting the growth of localised and regional sporting facilities.	<i>Provide new sports and leisure facilities, and upgrade existing ones.</i>	<p>We delivered a new community pavilion in the Armstrong Creek East Precinct and the Stead Park Softball and Baseball Pavilion in Corio.</p> <p>We upgraded the kitchen at Bell Post Hill Sports Club (Myers Reserve).</p> <p>We completed designs for the clubroom upgrade at St Albans Football Netball Club (St Albans Reserve) and Stage 2 of the Lara United Football Club development.</p> <p>We also completed master plans for Herne Hill Reserve and West Oval. Other master plans are underway for Lara Recreation Reserve, Drysdale Sporting Precinct and Grovedale Recreation Reserve.</p>	■
Advocating and planning for a range of social and affordable housing options.		<p>We are currently developing a social housing policy. This will complement our existing planning policies, which encourage housing diversity in established and greenfield areas.</p>	■
Maintaining our public open space.	<i>Provide more accessible public urban space.</i>	<p>We have commenced the design and delivery of an inclusive play space at Rippleside Park in Rippleside.</p> <p>The Open Space Study is being finalised with a view of presenting to Council in the coming months, alongside the social infrastructure planning work currently underway.</p> <p>Council endorsed the <i>Fenced Dog Parks Siting, Design and Management Guidelines</i>.</p>	■

■ On track
◆ Needs improvement
● Off track
△ Not yet available
✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018-19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Delivering accessible and attractive community infrastructure, based on community need.	<i>Complete planning and design of the Northern ARC Health and Wellbeing Hub.</i>	We consulted with the community and stakeholders to inform the final design of the Northern ARC Health and Wellbeing Hub. The final design should be completed in late August 2019. We also continued to lobby state and federal governments for the additional \$41 million funding needed to build the hub.	■
	<i>Complete planning to upgrade existing children's centres, and provide new ones.</i>	We opened the Armstrong Creek East Community Hub and Highton Early Learning Centre. The Drysdale and Purnell Road (Corio) Integrated Child and Family Centres are now under construction and on track to be opened in 2020.	■
	<i>Acquire land for new community infrastructure.</i>	We acquired land through schemes, such as developer contributions, for planned social infrastructure including the community facility for Armstrong Creek, the Sparrovale wetlands and the Indented Heads land swap. We will continue to work through acquisitions as plans progress.	■
	<i>Upgrade community facilities and make them safer.</i>	We replaced five toilet blocks with better, more accessible facilities in Newtown (Windmill Reserve and Queens Park), Ocean Grove (Kingston Park and Collendina Foreshore) and St Leonards (Harvey Park). We also started work on a toilet block in Leopold (Gateway Sanctuary), which will be completed by 30 July 2019.	■
	<i>Upgrade streets, roads, footpaths and drains.</i>	We completed over 300 projects in our 2018-19 renewal program for roads, footpaths, kerb and channel, drainage and bridges. The works program included: <ul style="list-style-type: none"> • 134,000 square meters of asphalt road surfacing • 340,000 square meters of bituminous road resealing • 11,700 meters of footpath replaced • nine road construction projects, including the reconstruction of Wallace Street in Newtown, and Princess Road and Remington Street in Corio. 	■

■ On track
◆ Needs improvement
● Off track
△ Not yet available
✓ Complete



A MORE INCLUSIVE AND DIVERSE COMMUNITY

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

ACHIEVEMENTS

- Council endorsed the *Multicultural Action Plan 2018–2022*, which seeks to achieve a more inclusive and diverse community.
- Council endorsed the *Access and Inclusion Plan 2018–22* to progress our work in creating an accessible and inclusive community for all.
- Our Community Investment Support Fund provided \$1.47 million in funding to 168 community organisations and groups across the municipality.
- We developed a Youth Leadership Program in partnership with local schools and organisations, to give young people a greater say in our decision-making.
- We supported community programs that build social connections – for example, neighbourhood houses and the CAOS (Change Agents of Sustainability) network.
- We upgraded sport and recreation facilities to provide modern, unisex amenities that support female participation at multiple sites across the municipality.
- We engaged with almost 24,000 young people through groups, drop-in programs and events.
- We recognised our returned service men and women by supporting projects including the Armistice Living Tribute for Johnstone Park and the ANZAC Day projections on City Hall.
- We worked in partnership to support education, training and employment programs, such as the Regional Industry Sector Employment Program (RISE) and Whittington Works.

FOCUS AREAS

- Managing service delivery in a period of uncertain federal policy direction.
- Providing a diverse range of opportunities for people to participate in their community.

LINKS TO CLEVER AND CREATIVE VISION:



An inclusive, diverse, healthy and socially connected community







People feel safe wherever they are





PROGRESS REPORT





MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2019	PROGRESS COMMENTS	STATUS
Increase in the percentage of adults who definitely feel multiculturalism makes life better.	Every four years	57.4%	60%	–	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
Increase in the percentage of adults attending a local community event.	Every four years	71.2%	75%	–	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
Increase in the percentage of adults feel that they can get help from family, friends or neighbours when needed.	Every four years	73.5%	80%	–	The results of the 2018 Victorian Population Health Survey at Local Government Area are due to be released in 2020.	△
More community facilities with gender-neutral and accessible toilets, or change areas.	Every six months	–	Increase	8 facilities enhanced	Gender-neutral, accessible toilets or change areas installed or upgraded at eight community facilities.	■

■ On track
 ◆ Needs improvement
 ◼ Off track
 △ Not yet available
 ✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018–19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Facilitating employment programs for the communities that need it most, including young people.		<p>The Whittington Works employment project, funded by Jobs Victoria, continued to support job-seekers in 2018–19, in partnership with Bethany Community Support.</p> <p>Eighty-six per cent of graduates from the Women of Whittington Workwise Women's program have gone on to further study or employment.</p> <p>A Certificate II Horticulture program in partnership with Encompass will commence in July 2019.</p> <p>The Regional Industry Sector Employment program (RISE), which focuses on areas of known disadvantage within Geelong, supported 30 job-ready graduates into the construction sector.</p>	
		<p>During the year we facilitated over 480 programs for young people aimed at developing skills and employability. We also ran mental health and wellbeing (Mental Health First Aid) and leadership programs (Girls Go Extreme).</p>	
Improving access to facilities and programs for people of all abilities.	<i>Provide a grants scheme to fund community groups and initiatives that promote inclusion and accessibility.</i>	<p>The 2018–19 Healthy and Connected Communities Grants program gave priority weighting to funding applications addressing gender and social equity. We also redrafted grant guidelines to place a stronger emphasis on access and inclusion.</p>	
		<p>Our <i>Access and Inclusion Plan 2018–22</i> was endorsed by Council in November 2018. The plan describes the actions we will take to reduce discrimination and promote inclusion of people of all abilities.</p>	

 On track
  Needs improvement
  Off track
  Not yet available
  Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018-19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Recognising our returned service men and women.		<p>We were involved with projects in the following locations in 2018-19:</p> <ul style="list-style-type: none"> • Johnstone Park – we installed bluestone pavers with Victoria Cross recipient names, relocated the Spirit of ANZAC statue and added an Armistice Living Tribute. • City Hall – we developed <i>Armistice Day Stories of Peace</i> for ANZAC Day projections. • Ocean Grove War Memorial – we installed Honour Walls for ANZAC Day. • Armstrong Creek – we developed a Connecting Memory ANZAC Digital Story Trail. <p>We also added to the Veterans of the Boer War collection through a partnership between the Lara RSL and the National Wool Museum.</p>	
Further developing programs that support older people and young people in our community.	<i>Renew the Municipal Early Years Plan.</i>	<p>Council endorsed the <i>Municipal Early Years Plan 2018-22</i> in November 2018 – a plan of action for all early years services within the municipality to help improve the health and wellbeing of the region's children (aged 0-8) and their families.</p>	
		<p>We have started stakeholder and community engagement for a positive ageing strategy and will recruit a consultant to develop it in July-August 2019.</p>	
Advocating for inclusive, multicultural activities and respect for cultural diversity.		<p>We launched the <i>Multicultural Action Plan 2018-2022</i> in February 2019. Developed in consultation with local community groups and agencies, the plan aims to address employment, celebration of cultures and identity, leadership and social cohesion.</p> <p>We also endorsed a joint statement against changes to the Status Resolution Services for people seeking asylum.</p>	

 On track
  Needs improvement
  Off track
  Not yet available
  Complete



PLANNED SUSTAINABLE DEVELOPMENT

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

ACHIEVEMENTS

- Council adopted the *Settlement Strategy*, a planning framework to deliver housing in the municipality to 2036.
- We secured ownership of the land required for the future Sparrovale Wetlands.
- Council adopted the *Northern and Western Geelong Growth Areas Framework Plan* to guide the future land use and development of two large growth areas located in Greater Geelong's north and west.
- We managed over 800 hectares of land and more than 90 reserves, conserving and enhancing the natural environment on the coast, along our rivers, and in wetland, bushland and grassland areas.
- Council endorsed the *Hooded Plover Conservation Action Plan*, a first-of-its-kind plan aimed at protecting the highly-threatened hooded plover.
- We established a Rural and Peri-Urban Advisory Committee to give us advice on rural area issues.
- We won the award for Major Regional Municipality Excellence at the Associated Consulting Surveyors Victoria.

FOCUS AREAS

- Accommodating population growth without negatively affecting the regions unique environment and liveability.
- Continuing infrastructure planning in our growth areas to meet the social infrastructure needs of new residents.

LINKS TO CLEVER AND CREATIVE VISION:



Sustainable development that supports population growth and protects the natural environment

PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2019	PROGRESS COMMENTS	STATUS
More protected natural habitat that we manage.	Annual	898.712 hectares	Increase	898.712 hectares	The next update on the December 2018 baseline result will be available by early 2020.	△
15 years of residential land supply planned.	Annual	14+ years	Maintain	26 years	There are a range of development fronts and housing choices for new and existing residents to meet their diverse housing needs.	■
Increase in the percentage of new housing construction conducted within existing urban areas.	Annual	37.8%	40%	27.0% (2018)	There has been a significant increase in the total annual dwelling production. Greenfield development is most able to respond to spikes in demand for new dwellings. The next update on this result will be available by early 2020.	⬮
All new large, City-owned buildings rated 5-star 'Green Star'.	Annual	–	100%	100%	We delivered the Armstrong Creek East Community Hub and Leopold Community Hub (Stage 2) in 2018–19.	■
All new small, City-owned buildings with built environment sustainability scorecard or equivalent.	Annual	–	100%	100%	We delivered the Armstrong Creek Sports Pavilion and Highton Enhanced Children's Centre in 2018–19.	■
Mandatory sustainable design assessment of all new developments.	n/a	n/a	Planning controls in place	–	We are waiting for the planning scheme amendment C388 (adopted in April 2019) to be gazetted. This will require all multi-dwelling developments to include an environmentally-sustainable design assessment as part of their planning permit application.	■

■ On track
 ◆ Needs improvement
 ⬮ Off track
 △ Not yet available
 ✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018–19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Making sure housing supply, diversity and affordability can meet the needs of our growing community.	<i>Complete the Settlement Strategy, to guide growth, boundaries and development in townships and urban areas.</i>	Council adopted the <i>Settlement Strategy</i> , a planning framework to deliver housing in the municipality to 2036. A planning scheme amendment, to implement key policies noted in the strategy, is currently underway.	✓
Facilitating opportunities for infill residential development.		We are well underway in drafting the <i>West Fyans Structure Plan</i> , <i>Pakington Street Urban Design Framework</i> and <i>South Geelong Urban Design Framework</i> , having engaged with the community and identified new infill development opportunities for these areas.	■
Continuing to develop urban growth areas across the region.		More than 30 estates in Greater Geelong are providing a diversity of lot and housing types. The <i>Northern and Western Geelong Growth Areas Framework Plan</i> is progressing. The Armstrong Creek Growth Area is over 25 per cent complete and home to approximately 15,000 residents. Infrastructure construction and planning for growth areas is ongoing.	■
Managing the impact of development on the unique character of our townships.		We are working with Department of Environment, Land, Water and Planning to investigate designation of the Bellarine Peninsula as a distinctive landscape area. The design controls in the <i>Barwon Heads Structure Plan</i> will guide new development in this area. The final amendment has been adopted by Council and submitted to the Minister for Planning.	■
Delivering biodiversity conservation programs.		We adopted a first-of-its-kind plan aimed at protecting the hooded plover, an iconic and highly-threatened bird species that lives and breeds on local beaches. We continued to work in partnership with key environment groups, such as BirdLife Australia and various nature volunteer groups, to increase biodiversity and educate the community. We restored important habitat connections by planting over 7,000 local indigenous plants along the Barwon River and Barwon Heads, and along the coast at Curlewis, Clifton Springs and Portarlington. We also supported plantings by community groups along Waurm Ponds Creek, Barwon and Moorabool rivers and at Limeburner's Bay.	■

■ On track
◆ Needs improvement
● Off track
△ Not yet available
✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018-19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Improving the environmental performance of new developments, using planning controls.		After an advertised public exhibition period, Council adopted a planning scheme amendment (C388) in April 2019 requiring multi-dwelling developments to include an environmentally sustainable development assessment as part of their planning permit application. Currently with the Minister for Planning, we expect the policy to be operational by late 2019.	■
Preserving nature reserves, rural and coastal environments.	<i>Manage the delivery of nature reserves in new developments</i>	We managed over 800 hectares of land and more than 90 reserves, conserving and enhancing the natural environment on the coast, along our rivers, and in wetland, bushland and grassland areas. Our nature reserve network increased by nearly 14 hectares following a land swap at Indented Head designed to protect one of the last redgum woodland remnants in the region.	■
	<i>Establish Sparrovale Wetlands, to enhance the area and its biodiversity.</i>	We appointed a consultant to develop the Sparrovale master plan, which will shape the design and development of a new 500-hectare parkland for the Geelong community. Community engagement will occur later in 2019.	■
	<i>Continue a coordinated approach to drainage and water sensitive urban design.</i>	In December 2018, we received a Victorian Planning Authority grant to prepare a stormwater services strategy. The strategy is well underway with internal and external stakeholder workshops complete and identified objectives aligned to our council plan.	■
	<i>Introduce a rural and peri-urban advisory body to build relationships and foster best practice.</i>	The Peri-Urban Advisory Committee identified four priority areas for further work including: biosecurity, livestock exchange, information exchange, and truck-wash facilities. The group will provide input in the development of our next <i>Environment Management Strategy</i> .	✓
	<i>Review of existing land for community facilities, with new land acquired where needed.</i>	We reached an agreement with VicRoads to purchase land for the future Fyansford Children's and Community Centre and are waiting for the contract of sale to be executed. We also have funds available to purchase land for future children's and community centres in Bell Park/ Bell Post Hill and St Leonards in 2019-20.	■

■ On track
◆ Needs improvement
◼ Off track
△ Not yet available
✓ Complete

LOCAL GOVERNMENT PERFORMANCE REPORTING INDICATORS

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

SERVICE/INDICATOR/MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS AND COMMENTS
Statutory Planning					
Timeliness <i>Time taken to decide planning applications</i> [The median number of days between receipt of a planning application and a decision on the application]	62.00	65.00	64.00	84.00	Our response times have been impacted by: increasingly complex applications, a high number of growth area applications, and several applications that are a few years old. We've allocated substantial extra resources to address this and the associated workload pressure it creates.
Service standard <i>Planning applications decided within required time frames</i> [(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	76.00%	73.57%	72.20%	68.50%	Our response times have been impacted by: increasingly complex applications, a high number of growth area applications, and several applications that are a few years old. We've allocated substantial extra resources to address this and the associated workload pressure it creates.
Service cost <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$1,640.70	\$1,973.37	\$1,887.19	\$2,415.62	We spent more on contractors and consultants to address high workloads and strain on resources. Several new planners have also been employed recently to alleviate significant workload pressures. Costs are now more comparable to other municipalities experiencing high growth.
Decision making <i>Council planning decisions upheld at VCAT</i> [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	78.57%	61.54%	68.00%	64.00%	This result will be variable as we continue to make decisions in the best interest of the community. It excludes our mediated outcomes or consent orders. Taking this into account during 2018–19 would add a further 16 per cent of decisions that were not set aside by VCAT, or 80 per cent in total, which is an excellent result. On average only two per cent of our planning decisions are appealed at VCAT each year.



EFFECTIVE ENVIRONMENTAL MANAGEMENT

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

ACHIEVEMENTS

- We opened a garden organics processing facility in Anakie to process residential green waste.
- We started a hard waste trial in April 2019 and organised 10,813 hard waste pickups in the first three months.
- We organised 3,500 trees for a community planting day at The Hill Mountain Bike Park, Newtown.
- We installed rooftop solar systems at the Waurm Ponds Library and the Grovedale Community Hub.
- We replaced 1,018 LED light fittings across multiple sites.
- We made our facilities more efficient by upgrading heating, cooling and ventilation, and installing building management systems.
- We provided \$50,000 to community projects through our Environment and Sustainability Grants Program.

FOCUS AREAS

- Implementing solutions in response to the statewide recycling and waste management system crisis.
- Planning for and adapting to climate change.

LINKS TO CLEVER AND CREATIVE VISION:



Development and implementation of sustainable solutions



Sustainable development that supports population growth and protects the natural environment



PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2019	PROGRESS COMMENTS	STATUS
Increase in percentage of garbage, recyclables and green organics collected from kerbside bins diverted from landfill.	Every three months	56.32%	60%	54.00%	Green waste and recycling as a ratio of all services was down. Green waste tonnage was reduced because of unseasonably dry weather affecting plant and garden growth.	◆
Reduction in emissions from street lights, buildings and vehicle fleet use.	Annual	23,135 tCO ₂ -e (2014–15)	50% reduction	22,633 tCO ₂ -e (2017–18)	There has been a two per cent reduction on the baseline figure. We're currently investigating renewable power purchase options that would result in 100 per cent renewable energy being used for electricity in our buildings.	◆
Increased use of sustainable material in our asset construction and renewal.	Annual	8,000 tonnes of asphalt recycled in-house annually 3,000 tonnes of concrete to recycling annually	Increase	8,000 tonnes of asphalt and 3,000 tonnes of concrete recycled	Asphalt is recycled in-house at our three depots and reused each year. Concrete is recycled off-site by a third party.	◆
Increased suburban tree canopy.	Every two years	14%	16%	–	The next results are due to be released in the 2019–20 financial year.	△
Increased number of street trees planted per annum.	Every three months	–	>1,850 per annum	1,489	In addition to our street tree planting program, 365 trees were planted in parks.	◆

■ On track
 ◆ Needs improvement
 ◆ Off track
 △ Not yet available
 ✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018–19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Reduce our carbon footprint through the use of solar initiatives and other renewable energy options.	<i>Continue to improve environmental management services.</i>	In City-owned facilities in 2018–19, we: <ul style="list-style-type: none"> installed two rooftop solar systems and planned a further 21 systems to be installed by the end of 2019. replaced 1,018 LED light fittings at Leisurelink, Bellarine Aquatic and Sports Centre, The Arena, National Wool Museum, Leisuretime, Corio and Anakie Road depots. upgraded heating, cooling and ventilation, and installed building management systems. 	■
	<i>Continue to embed One Planet Living principles across the organisation.</i>	We informed employees about One Planet Living through presentations, including employee induction sessions. We are considering how to further embed One Planet Living principles across the organisation as part of a review of our <i>Environment Management Strategy</i> .	■
Educating and assisting our community to act on climate change, by reducing waste, emissions and water usage.	<i>Identify 'waste-to-energy' options for our region.</i>	We continued to work with commercial waste technology providers, state government agencies and regional waste management groups to identify waste-to-energy options.	■
	<i>Trial a hard waste collection service.</i>	We started a hard waste trial in April 2019 and organised 10,813 hard waste pickups in the first three months.	■
	<i>Renew the Environment Management Strategy.</i>	We appointed a consultant to review our <i>Environment Management Strategy</i> , with community engagement planned throughout 2019.	◆
	<i>Continue to invest in the community Environment and Sustainability grants program.</i>	In December 2018, we allocated \$50,000 of funding as part of the 2018–19 Environment and Sustainability Grants Program.	✓
	<i>Investigate options to achieve zero waste to landfill and support the community to do likewise.</i>	We engaged with the community about our waste and resource recovery strategy from February–April 2019. We upgraded infrastructure to support a ban on e-waste going to landfill. We're investigating ways to support the recycling industry, in partnership with the state government and other stakeholders. We also delivered waste education programs, carried out waste audits, delivered a Rethink Your Rubbish e-newsletter to residents and stakeholders and supported community clean-ups.	■

■ On track
◆ Needs improvement
● Off track
△ Not yet available
✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018–19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Using sustainable materials to construct and renew roads, footpaths and street furniture.		In conjunction with Deakin University and local manufacturing firm Austeng, we successfully tested the first polymer-modified, carbon-fibre, reinforced concrete beam in 2018–19. The product will be used to construct a pedestrian bridge over Cowies Creek at Deppeler Park and won't require maintenance over its 100-year lifespan. We used recycled concrete in our footpaths and recycled asphalt at our depots to maintain our unsealed road network across the municipality.	■
Progressively changing standard street lights to LED lights, to help reduce carbon emissions.		We developed a business plan and financial modelling to replace our 20,000+ existing streetlights with LED lighting.	■
Commencing Drysdale landfill rehabilitation.		We engaged with relevant stakeholders about a proposed Drysdale Landfill landscape plan. Next steps will include developing options for the site and forming a project reference group.	■
Constructing a green organics facility.		We opened a new garden organics processing facility in Anakie in August 2018 to process residential green waste. The composting facility is expected to process an estimated 35,000 tonnes of green organics from the Greater Geelong region.	✓
Planting more trees to green and cool our urban areas.		During the 2018–19 financial year, we planted 1,854 new trees in street and parks as part of the <i>Urban Forest Strategy</i> .	■
Reducing single-use plastic across the region.		We developed and started implementing a Plastic Wise program to reduce single-use plastics at all our events, functions, activities and offices. Council passed a resolution on the <i>Rescue Our Recycling Action Plan</i> and is lobbying the state government to be able to implement programs.	■

■ On track
◆ Needs improvement
◼ Off track
△ Not yet available
✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018–19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Managing pest plants and animals more effectively.		<p>We targeted rabbits in seven reserves that were significantly impacted by their presence.</p> <p>We carried out extensive weed control measures across the municipality, treating woody weed on 148 roadsides, controlling serrated tussock on nearly 90 roadsides and removing approximately 27.6 hectares of weeds from various sites, including Indented Head (Indented Head Woodland and Salt Lagoon Reserve) and Portarlinton (Portarlinton Flora and Fauna Reserve).</p>	■
	<i>Protect and rehabilitate our beaches, waterways and conservation reserves.</i>	<p>We continued to support the joint Our Coast program, modifying the planning scheme to better prepare for predicted sea-level rise. We are currently engaging with the community about the proposed land overlays and local policy changes for coastal properties on the Bellarine Peninsula and Corio Bay (closes 12 August 2019).</p>	■

■ On track
◆ Needs improvement
◼ Off track
△ Not yet available
✓ Complete

LOCAL GOVERNMENT PERFORMANCE REPORTING INDICATORS

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

SERVICE/INDICATOR/MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS AND COMMENTS
Waste Collection					
Satisfaction <i>Kerbside bin collection requests</i> [Number of kerbside garbage and recycling bin collection requests / Number of kerbside bin collection households] x1,000	161.31	194.37	236.69	256.80	There has been an increase in the number of properties we collect from.
Service standard <i>Kerbside collection bins missed</i> [Number of kerbside garbage and recycling collection bins missed / Number of scheduled kerbside garbage and recycling collection bin lifts] x10,000	9.09	9.21	9.29	9.71	The minor rise in bins missed is the result of: <ul style="list-style-type: none"> • population growth increasing the number of bins to be collected • new drivers missing bins during their learning period • a slight increase in cases of bins not being on the kerb by collection time • human error as new collection programs that incorporate residential estates are learnt.
Service cost <i>Cost of kerbside garbage bin collection service</i> [Direct cost of the kerbside garbage bin collection service / Number of kerbside garbage collection bins]	\$99.75	\$101.24	\$100.71	\$104.98	Fuel and transport cost rises have resulted in increased contractor costs.
Service cost <i>Cost of kerbside recyclables collection service</i> [Direct cost of the kerbside recyclables bin collection service / Number of kerbside recyclables collection bins]	\$25.67	\$25.70	\$28.75	\$37.58	The recycling crisis and a fall in global prices for some recyclable materials has led to increased service costs for all Victorian councils.
Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	54.65%	56.32%	54.75%	54.00%	Green waste and recycling as a ratio of all services was down. Green waste tonnage was reduced because of unseasonably dry weather affecting plant and garden growth.



VIBRANT ARTS AND CULTURE

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

ACHIEVEMENTS

- We hosted 20 Melbourne Design Week events including workshops, talks, tours and exhibitions.
- Our Geelong After Dark 2019 event attracted 32,400 people to Central Geelong, with 270 artists delivering 56 activities.
- We completed a range of projects as part of our ongoing implementation of the *Public Art Strategy*.
- We featured more than 80 Aboriginal artworks as part of our Reconciliation Projections Program.
- We featured the photographs of 40 Aboriginal women on prominent City-owned buildings, to celebrate their contributions to our community, as part of NAIDOC Week.
- The Geelong Gallery and the National Wool Museum hosted major national and international exhibitions, including the Archibald Prize and London's Natural History Museum Wildlife Photographer Awards.
- We allocated approximately \$500,000 in heritage grants for Central Geelong.

FOCUS AREAS

- Attracting new creative industries and supporting existing ones.
- Supporting the creative and cultural sector to seek funding from a range of sources.

LINKS TO CLEVER AND CREATIVE VISION:



Creativity drives culture



A destination that attracts local and international visitors



PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2019	PROGRESS COMMENTS	STATUS
Increased number of objects actively cared for within our arts and heritage collections.	Annual	17,325	Increase	17,627	A heritage assets audit uncovered further collections, increasing the number.	■
Increased access to cultural collections through online engagement.	Annual	49,093	Increase	68,815	This includes all unique website visits to the National Wool Museum website, online collections and online services.	■
Increase in the percentage of active library members in the municipality.	Annual	19.28% (2016–17)	20%	18.20%	The indicator only measures loans of library items. All visits for other reasons – for example children and youth programs, digital literacy programs, literary events and computer use – are not captured.	◆
Increased employment in creative occupations.	Every five years	4.75%	Increase	–	Data available from 2021 Census. The next Census results are due to be released in the 2021–22 financial year.	△
Maintained visitation to our key cultural facilities: National Wool Museum (NWM), Potato Shed, Geelong Gallery, Courthouse Youth Arts (CYA), Geelong Library & Heritage Centre (GL&HC).	Annual	NWM 851,879 Potato Shed 108,444 Geelong Gallery 116,940 CYA 13,940 GL&HC 456,934	Maintain	NWM 947,547 Potato Shed 109,629 Geelong Gallery 156,281 CYA 21,197 GL&HC 470,420	Visitation and program participation increased across our key cultural facilities. Significant increase in attendance at Courthouse Youth Arts is due to a change in reporting which now captures all attendance at exhibitions, not just opening nights.	■

■ On track
 ◆ Needs improvement
 ● Off track
 △ Not yet available
 ✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018–19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Incorporating arts and cultural initiatives into infrastructure development, to enhance our sense of place.		<p>We continued to develop a number of <i>Public Art Strategy</i> projects in 2018–19, including:</p> <ul style="list-style-type: none"> the Sunken Gallery – now in the early stages of engaging artists the Green Spine project – now working through the second stage, in partnership with Revitalising Central Geelong Limeburners Point public art memorial for road trauma – in partnership with the TAC Sale Yards – contributing to the heritage interpretation. <p>We are still working with the Bellarine Catchment Network to roll out the Mountain to Mouth Greening the Songline strategy, with a planting in the You Yangs planned for August 2019.</p>	■
Recognising and sharing our heritage through storytelling.		<p>Storytelling projects we worked on in 2018–19 include:</p> <ul style="list-style-type: none"> the Connecting Memory project (five stories complete) an interpretative trail commemorating our ANZAC heritage in Armstrong Creek Bronze Stories, a Central Geelong installation exhibitions and public programs at the National Wool Museum, including the <i>Masters: Art of the Precious Metal Object</i> and <i>Sand in the City</i>. 	■
Recognising and celebrating Geelong’s Aboriginal culture and history.		<p>We featured photographs of 40 Aboriginal women on prominent City-owned buildings, to celebrate their contributions to our community, during NAIDOC Week in 2018.</p> <p>We worked with other organisations to mark National Reconciliation Week in 2019. Activities included digital projections of work from local Aboriginal artists onto City Hall and Barwon Water’s forecourt and an exhibition by Karreenga, Barwon and Marngoneet prisoners in the Geelong Library & Heritage Centre.</p> <p>Other significant projects included:</p> <ul style="list-style-type: none"> the Armstrong Creek Connecting Memory project, featuring stories of the First Peoples working with Wadawurrung to preserve a scar tree, with the aim of removing and relocating it to the National Wool Museum renaming a major park in Armstrong Creek Bunjil’s Nest, in honour of Bunjil, the creator spirit of the Wadawurrung and Kulin nation. 	■

■ On track
◆ Needs improvement
● Off track
△ Not yet available
✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018–19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Working with galleries and museums to improve our public art and heritage offering.	<i>Develop a cultural strategy that advances our museums and galleries.</i>	We have started work on a cultural strategy and a heritage asset plan. The asset plan is due to be completed in December 2019 and is being funded by the federal government’s Building Better Regions Fund.	■
	<i>Attract more national art exhibitions to the region.</i>	We welcomed over 73,000 visitors to the National Wool Museum in 2018–19 – an increase of 31 per cent from the previous 12 months. Geelong hosted major national and international exhibitions at both the Geelong Gallery and the National Wool Museum, including the Archibald Prize 2018, Sidney Nolan's Ned Kelly series, the Marion Hall Best exhibition and London's Natural History Museum Wildlife Photographer Awards.	✓
Attracting new, and supporting existing, creative industries.		In 2018–19, we successfully activated a number of empty shops in Central Geelong with creative and social enterprises through the Renew Geelong project (funded in partnership with Creative Victoria). The Creative Geelong project, co-founded with Creative Victoria, was also ongoing, staging several workshops and establishing social enterprises. Our information sessions about our Creative Communities Grants Program 2019–20 attracted over 200 people. To build on this, we will host a panel discussion with Creative Victoria and Creative Partnerships Australia in July 2019 to raise awareness about other funding opportunities. Also in 2018–19, we continued to share information about arts and culture through ArtsAtlas Geelong and the Arts Bulletin.	■
Delivering UNESCO City of Design creative outcomes, including: National Wool Museum Master Plan; Geelong Gallery redevelopment; Mountain to Mouth; Geelong After Dark; cultural trails.		We hosted a regional program of 20 Melbourne Design Week events for the first time in 2019, including workshops, talks, tours and exhibitions. In its sixth year, Geelong After Dark 2019 attracted 32,400 people to Central Geelong, with 270 artists delivering 56 activities. The program included: <ul style="list-style-type: none"> • a digital project partnership with Deakin University and Ars Electronica Australia • a large-scale aerial performance by ACTNatimuk, integrating artwork by local school students and • an iconic five-metre slide guitar. The National Wool Museum partnered with Deakin University to develop a digital/VR experience based on Geelong inventions called <i>We the Makers</i> . It will be launched in July 2019.	■

■ On track
◆ Needs improvement
● Off track
△ Not yet available
✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018-19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Working with the Geelong Regional Library Corporation to deliver efficient and effective services and programs.		<p>The Geelong Regional Library Corporation delivered a range of services and events including:</p> <ul style="list-style-type: none"> the annual Word for Word Festival at the Geelong Library and Heritage Centre <i>Vital Signs: Smart City, Living City</i>, a three-part exhibition with representations of alternative, possible, and plausible design futures for Geelong. 	■
	<i>Support music and performing arts programs.</i>	<p>We increased the live music presence at Geelong After Dark in 2019, guided by the <i>Central Geelong Live Music Action Plan</i>. Local music mentorships were part of this through Connecting Song Phase 2.</p> <p>We have started planning for Connecting Song Phase 3, with a focus on mentoring local Aboriginal musicians. We provided advice to local music initiatives in 2018-19 and are currently developing a series of skills workshops and information sessions for musicians and music venues.</p>	■
	<i>Commence Osborne House remediation.</i>	<p>We engaged with the community to get feedback on a precinct concept plan for the site in North Geelong, with feedback used to help develop a draft master plan.</p> <p>Emergency works were completed on the stables to stabilise them and prevent further movement. Minor general maintenance works were also completed within the house and stables and mould readings now indicate the building is clean.</p> <p>Major works are required before the building can be considered for re-occupancy. These works will commence once a decision on funding and future use has been confirmed.</p>	■
	<i>Put heritage and conservation plans in place for significant infrastructure.</i>	<p>We adopted the <i>Municipal Heritage Strategy</i> in August 2017 and prepared and implemented conservation management plans for many City-owned sites. To further support this work, we also started a recruitment process for two new positions (to be filled by July 2019).</p>	■

■ On track
◆ Needs improvement
● Off track
△ Not yet available
✓ Complete

LOCAL GOVERNMENT PERFORMANCE REPORTING INDICATORS

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

SERVICE/INDICATOR/MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS AND COMMENTS
Libraries					
Utilisation <i>Library collection usage</i> [Number of library collection item loans / Number of library collection items]	5.98	6.12	6.06	5.96	
Resource standard <i>Standard of library collection</i> [Number of library collection items purchased in the last 5 years / Number of library collection items] x100	76.98%	73.71%	72.46%	74.08%	
Service cost <i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$4.88	\$4.70	\$5.09	\$5.49	Operational expenses increased following the opening of the new Leopold Library in 2018–19, leading to a higher cost per visit. The indicator represents in person visits only. It does not capture online visits by library users such as the use of online resources.
Participation <i>Active library members</i> [Number of active library members / Municipal population] x100	19.47%	19.28%	18.17%	18.20%	



INTEGRATED TRANSPORT CONNECTIONS

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

ACHIEVEMENTS

- Our Roads to Success program, launched in July 2018, improved pothole repair response times by 80 per cent.
- Council endorsed the design of Stage 1 and Stage 2 of the Better Bike Connections Southern Link, which will connect Central Geelong with Waurn Ponds (via Belmont).
- Tourism Greater Geelong and The Bellarine continued to engage with Avalon Airport to support further growth at the site.
- We led the New Spirit of Progress Committee, a coalition of regional cities committed to seeing fast rail for regional Victoria.

FOCUS AREAS

- Balancing the maintenance and renewal of aging existing infrastructure with the delivery of much needed new assets.
- Advocating for the transport infrastructure and services needed to sustainably support our rapidly growing population.

LINKS TO CLEVER AND CREATIVE VISION:



A fast, reliable and connected transport network

PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2019	PROGRESS COMMENTS	STATUS
Increased kilometres of bicycle and walking paths.	Annual	206 km bike paths 1,674 km footpaths	Increase	210 km bike paths 1,755 km footpaths	Bike paths have increased by 4 km and footpaths have increased 81 km.	■
Increased community satisfaction rating with sealed local roads.	Annual	49	60	54	The community's perceptions of sealed local roads improved significantly from last year.	■
Renewal gap for road management reduced.	Annual	\$4.5 million	Reduce	\$3.0 million	The renewal gap calculations are trending downwards.	■

■ On track
 ◆ Needs improvement
 ⬮ Off track
 △ Not yet available
 ✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018–19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Supporting projects in the G21 Region Road Transport Plan.	<i>Establish a traffic management plan for the northern growth corridor (including Lara).</i>	We collected data and completed a survey for the Lara Traffic Study. The results will inform an action plan due to go to Council in August 2019. The Northern and Western Geelong Growth Area will have a separate transport plan for movement and place.	■
	<i>Work with VicRoads to deliver truck restrictions in Central Geelong.</i>	A <i>Central Geelong Freight Movement Plan</i> was prepared by Transport for Victoria. It's recommendations are pending funding and finalisation of the draft <i>Transport Network Operating Plan</i> .	■
Working with VicRoads to deliver the Network Operating Plan, to improve bus services.		The draft <i>Transport Network Operating Plan</i> was completed and is pending Council approval, prior to going out for community engagement.	■
Improving our road management and engagement program.		Our Roads to Success program, launched in July 2018, improved pothole repair times by 80 per cent. Results of the 2019 Local Government Community Satisfaction Survey showed the public's perception of the condition of sealed roads improved significantly from last year (up from an index score of 49 to 54). We further progressed the Pathways to Success project in 2018–19, which aims to reduce outstanding defects in footpaths and kerb and channel.	■
Delivering better-connected walking, cycling and trail paths across our region.	<i>Upgrade existing roads, streets and footpaths.</i>	We started the process of developing a shared trails master plan, with community engagement to commence in July 2019.	◆
Advocating to improve rail, road and sea connections for our region.		We led the New Spirit of Progress Committee, a coalition of regional cities who are committed to fast rail in regional Victoria. From June to July 2019, feedback was sought from the Victorian community about the merits of the regional fast rail network.	■
Working with government to improve freight connections to the Geelong Port.		We scheduled regular meetings with Department of Transport and Geelong Port stakeholders to inform future infrastructure projects. Works completed at McLeod Street in North Geelong improved access to the Port.	■

■ On track
◆ Needs improvement
● Off track
△ Not yet available
✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018-19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Advocating and planning for a second container port at Bay West.		We supported the G21 Transport Pillar on this issue, as required. The group responded to the Victorian Government call for submissions and is waiting for further information.	■
Supporting further international flights at Avalon.		Tourism Greater Geelong and The Bellarine continued to engage with Avalon Airport to support further growth at the site. This work was guided by the <i>Tourism Development Plan</i> , which highlighted a master plan for the precinct, as well as hotel and rail link developments, as key projects for the airport.	■
Supporting the redevelopment of the rail station precinct, including a modern bus terminal.		Development Victoria completed a peer review of the master plan and prepared a series of recommendations for consideration by the Victorian Government, including a staging plan. We will continue to monitor the train station planning and will engage when appropriate through the Geelong Authority.	■
Delivering the Better Bike Connections project.		Council approved the design linking Central Geelong to the Barwon River in April 2019. Council has also approved the design for Stage 2 of the Southern Link, which connects the Barwon River to Waurin Ponds.	■
	<i>Investigate and develop parking solutions in Central Geelong.</i>	To encourage an increase in short-term visits and economic activity, Council approved a 12-month trial of free 30-minute weekday car parking in two-hour car parking spaces in Central Geelong and new pay-by-plate parking technology. These initiatives will be fully rolled-out on 1 December 2019.	✓

■ On track
◆ Needs improvement
● Off track
△ Not yet available
✓ Complete

LOCAL GOVERNMENT PERFORMANCE REPORTING INDICATORS

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

SERVICE/INDICATOR/MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS AND COMMENTS
Roads					
Satisfaction of use <i>Sealed local road requests</i> [Number of sealed local road requests / Kilometres of sealed local roads] x100	56.45	94.10	59.46	45.70	Our Roads to Success in-house business improvement program improved response times by 80 per cent, reducing overall requests on sealed local roads.
Condition <i>Sealed local roads maintained to condition standards</i> [Number of kilometres of sealed local roads below the renewal intervention level set by Council / Kilometres of sealed local roads] x100	93.67%	91.98%	95.65%	95.30%	We increased funding available for renewal and road rehabilitation programs, which improved the condition of sealed roads.
Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$176.15	\$213.27	\$199.05	\$177.83	Construction rates are reviewed annually based on type of work undertaken. Prices reflect competitive contract rates.
Service cost <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$18.81	\$16.92	\$17.18	\$16.45	Annual contract rates for the provision of road resealing are competitive across the sector.
Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	54	47	49	54	Our Roads to Success business improvement project led to shorter turnaround times on repairs to defects reported by customers.



A THRIVING AND SUSTAINABLE ECONOMY

We will capitalise on Geelong's incredible economic opportunities.

ACHIEVEMENTS

- We hosted the UNESCO Creative Cities Network – Geelong Stakeholder Day, which was attended by 150 people and featured three speakers from Dundee and Kortrijk.
- We finalised the Geelong City Deal with the federal and state governments, which will deliver \$370 million in investment projects to the region including the Geelong Convention and Exhibition Centre, Central Geelong Revitalisation and the Geelong Waterfront Safe Harbour project.
- We reduced business permit approval times by working with the state government on the Better Approvals Project.
- We supported several programs for small business in the region, including:
 - Geelong Small Business Festival (50 events and 5,000 attendees)
 - Business Victoria workshops
 - Australian Taxation Office workshops
 - free business mentoring through Business Victoria's mobile business centre
 - partner and support programs delivered by ManuFutures, Runway, Geelong Manufacturing Council and the Chamber of Commerce.

FOCUS AREAS

- Identifying opportunities for Geelong to leverage and benefit from our UNESCO designation.
- Targeting industry growth in agribusiness, clean technology and advanced manufacturing.

LINKS TO CLEVER AND CREATIVE VISION:



A prosperous economy that supports jobs and education opportunities



A destination that attracts local and international visitors



PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2019	PROGRESS COMMENTS	STATUS
More businesses within the municipality.	Annual	17,336 businesses	Increase	17,995 businesses	Businesses have increased by 659 since last financial year.	■
15 years of industrial land supply planned.	Annual	21 years	Maintain	28 years	Industrial development has increased over the last three years, with annual industrial land consumption increasing from 10 to 23 hectares per year.	■

■ On track
◆ Needs improvement
● Off track
△ Not yet available
✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018–19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Continuing to work with government to deliver projects that revitalise Central Geelong.		<p>We have continued to support the Revitalising Central Geelong partnership to deliver the <i>Revitalising Central Geelong Action Plan</i>. Major projects delivered in 2018–19 include:</p> <ul style="list-style-type: none"> • Malop Street Green Spine Block 1 design • NDIA frontage work and planning for Blocks 3 to 6 • new laneway breakthroughs at Denny's Place and Market Street • consultation on Central Geelong parking • review of Urban Design Framework Activity Centre Zone (still underway) • draft <i>Transport Network Operating Plan</i>. 	■
Working with government to deliver City Deal projects.	<i>Work with government and local stakeholders to scope City Deal projects.</i>	<p>The \$355 million City Deal was finalised, with an implementation plan to be completed by late 2019. We are contributing more than \$17 million in funding to projects including:</p> <ul style="list-style-type: none"> • Convention and Exhibition Centre • Central Geelong Revitalisation • the Waterfront Safe Harbour project. 	■
Using Geelong's UNESCO City of Design award to secure economic development projects.		<p>We were involved with the following in 2018–19:</p> <ul style="list-style-type: none"> • hosted over 20 events in partnership with the National Gallery Victoria, as part of Melbourne Design Week in March • hosted the UNESCO Creative Cities Network (UCCN) – Geelong Stakeholder Day, which was attended by 150 people and featured three speakers from the UCCN representing the cities of Dundee and Kortrijk • joined Deakin University to present at the City of Design UNESCO Public Forum Event during Singapore Design Week • presented at the UNESCO Annual General Meeting in Fabriano, Italy • hosted Geelong's first Pecha Kucha – a storytelling event – to allow community members to present on their design-led projects. 	■

■ On track
◆ Needs improvement
◼ Off track
△ Not yet available
✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018–19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Attracting new investments to the region.		<p>We received more than 150 business and investment enquiries across a range of sectors in 2018–19 and provided 19 organisations with economic modelling information.</p> <p>We reduced business permit approval times by working with the state government on the Better Approvals Project and supporting it with a dedicated business concierge role.</p> <p>We also hosted delegates from our sister city, Lianyungang (China), co-hosted the Geelong Defence Alliance with Deakin University at the Avalon Airshow and assisted large-scale businesses seeking to establish themselves in the region.</p>	■
Helping to renew industrial precincts.		We started working on the <i>West Fyans Structure Plan</i> and the <i>Pakington Street Urban Design Framework</i> in 2018–19. These plans will help transition older industrial areas to a mix of contemporary employment and residential uses.	■
Executing strategies for economic growth in the region's north.	<i>Identify opportunities for economic growth in the region's north.</i>	We are proposing to develop a cross-organisation prosperity plan focusing on education, employment, housing and liveability.	◆
Supporting and promoting local businesses, markets and products.		<p>We supported the following programs for small business in 2018–19:</p> <ul style="list-style-type: none"> • Geelong Small Business Festival (50 events and 5,000 attendees) • Business Victoria workshops • Australian Taxation Office workshops • Business Victoria's mobile business centre • programs delivered by ManuFutures, Runway, Geelong Manufacturing Council and the Chamber of Commerce. <p>We also assisted large-scale businesses seeking to establish themselves in the region and participated in various industry groups, including the Advanced Carbon Fibre Cluster Group and the Northern Gateway and Infrastructure Group.</p>	■
	<i>Make land available to attract new industry.</i>	We completed industrial land supply monitoring in 2018. There has been a significant increase in demand in recent years, but enough supply remains for at least 20 years.	■

■ On track
◆ Needs improvement
● Off track
△ Not yet available
✓ Complete



GROWING OUR TOURISM AND EVENTS

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

ACHIEVEMENTS

- We completed the *Greater Geelong and the Bellarine Tourism Development Plan*, which outlines initiatives that will support projected tourism and economic growth for the region.
- We commenced Stage 1 of the 'The Sunken Gallery' project – a living underwater art installation – at The Dell in Clifton Springs.
- Tourism Greater Geelong and The Bellarine won several awards at the 2018 Victoria Tourism Awards – bronze for Visitor Information Services, silver for Tourism Education and Training and gold for Destination Marketing (Business Events Geelong).
- We welcomed three cruise ships, disembarking almost 3,000 passengers and crew.
- We secured the rights to host the 2019 Victorian Tourism Industry Council Conference and the 2019 Australian Cruise Association Conference.
- We delivered an extensive program for the Geelong Seniors Festival, with over 10,000 attendees.
- We attracted a new tenant for the Beach House building at Eastern Beach (due to open in late 2019).

FOCUS AREAS

- Providing additional accommodation to support visitor demand.
- Supporting growth in lifestyle and tourism sectors, while protecting our region's unique environment.

LINKS TO CLEVER AND CREATIVE VISION:



A destination that attracts local and international visitors



A prosperous economy that supports jobs and education opportunities

PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2019	PROGRESS COMMENTS	STATUS
Annual increase in visitors.	Annual	5.1 million (Apr 17 to Mar 18)	2.1% per annum	5.2 million (Apr 18 to Mar 19)	An increase of 2.0 per cent.	■
Annual increase in expenditure by visitors.	Annual	\$936 million (Apr 17 to Mar 18)	3.8% per annum	\$964 million (Apr 18 to Mar 19)	An increase of 3.0 per cent.	◆
Annual increase in international overnight visitors.	Annual	55,900 (Apr 17 to Mar 18)	4.9% per annum	56,000 (Apr 18 to Mar 19)	An increase of 0.2 per cent.	⬮
Annual increase in domestic overnight visitors.	Annual	1.3 million (Apr 17 to Mar 18)	1.9% per annum	1.4 million (Apr 18 to Mar 19)	An increase of 7.7 per cent.	■
Annual increase in tourism employment.	Annual	Estimated 5,906	1.6% per annum	Estimated 6,226	An increase of 5.4 per cent.	■
Return on investment of Geelong major events to the municipality.	Annual	46:1	30:1	49:1	We generated an estimated \$35 million of event spending in the region with major events, including the biennial Australian International Airshow, the inaugural White Night Geelong and the Archibald Prize Exhibition.	■

■ On track
◆ Needs improvement
⬮ Off track
△ Not yet available
✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018-19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Working with government to deliver City Deal tourism infrastructure projects, including the Convention and Exhibition Centre.		Tourism Greater Geelong and The Bellarine progressed the Geelong Convention and Exhibition Centre project by working with various government agencies.	■
Delivering the Visitor Economy Strategy 2017-21 and the Tourism Development Plan.	<i>Complete preliminary work for the establishment of the Mineral Springs Spa.</i>	We completed bore testing, geotechnical engineering, and archaeological and environmental surveys of the proposed site.	✓
	<i>Continue to attract cruise ships.</i>	We welcomed three cruise ships in the 2018-19 season, disembarking almost 3,000 passengers and crew. We also confirmed one cruise liner for 2019-20 (Vasco da Gama) with another two yet to be confirmed. We started investigating opportunities to develop Cunningham Pier for docking with the Costa Property Group.	■
	<i>Support the Geelong Waterfront Safe Harbour Precinct Project.</i>	We continued to work closely with the Royal Geelong Yacht Club and state government agencies on planning and design.	■
	<i>Help to upgrade visitor facilities, experiences and accommodation.</i>	The board of Tourism Greater Geelong and The Bellarine endorsed the <i>Tourism Development Plan</i> for 2019-22. The plan identifies key infrastructure and product development opportunities that can meet visitor expectations, service future demand and ensure the visitor economy in Greater Geelong reaches its full potential.	■
	<i>Commence construction of an artificial reef and underwater sculpture park.</i>	We engaged consultants to oversee stage 1 of 'The Sunken Gallery' project, which included formalising in-principle support by external stakeholders, developing a marketing and communications plan and identifying project partners and funding opportunities. A local artist was selected to install a land-based marker for the Sunken Gallery.	■
Building on the current events program and increasing cross-promotional opportunities.	<i>Continue to support high-quality events across the region.</i>	Tourism Greater Geelong and The Bellarine worked with event organisers and Events Geelong to maximise tourism opportunities associated with events.	■

■ On track
◆ Needs improvement
◼ Off track
△ Not yet available
✓ Complete



INNOVATIVE FINANCES AND TECHNOLOGY

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

ACHIEVEMENTS

- We developed five-year service plans, which identified service goals, actions, resource plans and business improvement opportunities.
- We received a \$1.8 million grant to improve free community Wi-Fi and enhanced broadband for Geelong's northern suburbs. We also installed free community Wi-Fi at the new Armstrong Creek East Community Hub.
- We delivered a ten-year financial plan.
- We installed a low-powered sensor network to allow us to install and run thousands of sensors across the municipality.
- We sponsored Pivot Summit 2019, which attracted over 150 participants across two days.

FOCUS AREAS

- Investing in our processes, tools and technology whilst operating under tight financial constraints.
- Leveraging advances in technology that are shifting the world in which we live.

LINKS TO CLEVER AND CREATIVE VISION:



A leader in developing and adopting technology



A prosperous economy that supports jobs and education opportunities



PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2019	PROGRESS COMMENTS	STATUS
Better Wi-Fi access in community facilities and public spaces.	Annual	92 Wi-Fi access points across the City and 11 City-owned facilities with free Wi-Fi	Increase	101 Wi-Fi access points across the City and 13 City-owned facilities with free Wi-Fi	New access at Leopold and Armstrong Creek East Community Hubs.	■
More online transactions with our customers.	Annual	Payments 114,257 Forms 17,517 Requests for service 24,074	Increase	Payments 115,824 Forms 16,755 Requests for service 26,768	Both online payments and requests for service increased (1 per cent and 11 per cent respectively), while the number of online forms decreased (4 per cent).	◆
Less than 5 per cent budget variation (actual to budget).	Annual	–	Increase	5% variation	Variance actual versus adopted budget as at 30 June 2019.	■
Increased revenue streams.	Annual	–	Increase	–	Increase in rates and charges revenue stream due to growth in rateable properties and supplementary valuations.	■

■ On track
 ◆ Needs improvement
 ● Off track
 △ Not yet available
 ✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018-19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Delivering smart technology solutions to areas such as street lighting, parking, waste management and children's services.		We recently installed 30 waste bin sensors on public waste bins at Armstrong Creek and other outer lying suburbs. The information collected will improve the collection schedule for these bins. We introduced a 'pay-by-plate' system to parking spots in Central Geelong. This will allow us to phase out paper parking tickets and introduce a parking app for customers.	■
Delivering Smart Cities infrastructure using electronic data collection to better manage assets and resources.		We installed a low-powered sensor network across the municipality. The LoRaWAN network enables us to install and run thousands of sensors. Access to data on our asset and resource performance will be made available to the public via a new data website.	■
Increasing free Wi-Fi in public spaces and community facilities.		Free community Wi-Fi was installed at the new Armstrong Creek East Community Hub. We are preparing a tender to expand the Wi-Fi network to 27 new locations – this will open in August 2019.	■
	<i>Improve digital access for the Geelong community.</i>	We started a review of our <i>Digital Geelong Strategy</i> and have continued work on collaborative projects in Whittington.	■
Developing digital tools and technologies to improve service delivery and our customer experience.	<i>Drive digital transformation in the organisation.</i>	We reviewed our proposed Digital Transformation Program in February 2019 and amended the project scope in June. This delayed the project approximately ten months.	◆
Establishing sustainable financial and infrastructure management systems for our future.		The delivery of the Digital Transformation Project will provide the foundation for establishing a sustainable financial and infrastructure management systems.	◆

■ On track
◆ Needs improvement
● Off track
△ Not yet available
✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018-19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Attracting more technology-focused businesses to our region.		<p>We worked with stakeholders in the region to support the tech, start-up and entrepreneurial sector by:</p> <ul style="list-style-type: none"> • hosting the StartCon conference in partnership with Deakin University in October 2018 • sponsoring five start-up businesses in the Runway program • partnering with ManuFutures to support start-ups in the manufacturing sector with export potential • sponsoring the Pivot Summit in May 2019 that attracted over 150 participants across two days of activities. 	■
Examining our budget to fund future initiatives.		Our budget was adopted by Council on 25 June 2019 and includes funding for several organisational and community initiatives.	✓
	<i>Review the efficiency of our service delivery.</i>	We started rolling service plans for selected services, complete with service goals and identified business improvement opportunities.	✓

■ On track
◆ Needs improvement
● Off track
△ Not yet available
✓ Complete



ORGANISATIONAL LEADERSHIP, STRATEGY AND GOVERNANCE

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

ACHIEVEMENTS

- We appointed our first Youth Council, to give young people a voice in what we do.
- We started live streaming council meetings from the chamber.
- We completed five business improvement projects and supported 25 others across the organisation.
- We engaged with the community on major projects including:
 - a social infrastructure policy
 - the proposed Civic Precinct
 - the Building Better Bike Connections project
 - the Northern ARC Health and Wellbeing Hub design
 - *Municipal Public Health and Wellbeing Plan 2018–21*
 - *Dogs in Public Places Policy*
 - a draft master plan for Osborne Park
 - a waste and resource recovery strategy
 - a reconciliation action plan
 - our social housing policy
 - *Ba-gurrk: A Gender Equity Framework for the Greater Geelong Region.*

- We were awarded silver for *The City of Greater Geelong Annual Report 2017–18* at the Australasian Reporting Awards.
- We delivered the *Greater Geelong Clever and Creative Our Progress 2018* report, which highlighted some of the projects and organisations contributing to our community's 30-year vision aspirations.

FOCUS AREAS

- Adapting how we communicate and engage with our community in a rapidly changing technological landscape.
- Advocating for initiatives that support sustainable prosperity for our community.

PROGRESS REPORT

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2019	PROGRESS COMMENTS	STATUS
Increased community satisfaction with overall council performance.	Annual	54	>70	58	The public's perception of overall council performance has improved significantly since last year (up from an index score of 54 to 58).	◆
Increased community satisfaction with customer service.	Annual	70	>80	71	Given our growing population, this is a good result. However, there is still room to improve.	◆
Increased community satisfaction in decision-making.	Annual	53	>60	55	Community satisfaction has almost returned to pre-administration levels. Results reflect improved consultation and engagement, as well as a full year of elected councillors.	◆
Increased community satisfaction with community consultation (engagement).	Annual	50	>60	55	Live streaming and satellite council meetings seem to have had a positive influence on community satisfaction with engagement. We have also focused strongly on being more accessible and inclusive in consultation and engagement, a commitment reflected in the clever and creative vision and council plan.	■
Increased community satisfaction with overall council direction.	Annual	54	>70	55	The Roads to Success program, which cut pothole repair response times by 80 per cent, has helped improve public perceptions, as have changes to consultation (as listed above).	◆





■ On track






◆ Needs improvement

● Off track

△ Not yet available

✓ Complete

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2019	PROGRESS COMMENTS	STATUS
Reduction in Lost Time Injury Frequency Rate.	Every three months	14.9	Reduce	32.8	The Lost Time Injury Frequency Rate has experienced an upwards trend due a change in definition to align with the Australian Standard and an increase in the actual number of lost time injuries reported. Various programs are currently underway to ensure the safety of everyone at work and respond to incidents.	
Increased employee engagement.	Annual	54%	70%	52% (2018)	Engagement results have been consistent for the past two years. We have several organisation-wide workplace culture initiatives underway.	
Increased employee satisfaction.	Annual	62%	80%	58% (2018)	Satisfaction results have been consistent for the past two years. We have several organisation-wide workplace culture initiatives underway.	
Increased positive media coverage.	Every three months	55%	Increase	Average 62.6%	Our average positive media sentiment of 62.6 per cent is our highest (average) score since we began independent media analysis in August 2015. It reflects a slow but steady rise in positive portrayal of the City by most media.	

 On track
  Needs improvement
  Off track
  Not yet available
  Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018–19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Proactively managing our assets, including land holdings.		<p>Progress in our Asset Management Transformation Project in 2018–19 included:</p> <ul style="list-style-type: none"> • finalising a draft policy for steering committee endorsement • ongoing framework and strategy development • five asset functions identified • a detailed matrix of responsibilities created • asset management plan templates developed • continued work to centralise all data into one system. <p>All the above work will be completed by February 2020.</p>	■
Consolidating the City of Greater Geelong offices.	<i>Plan for consolidating Council offices.</i>	<p>Progress in 2018–19 included:</p> <ul style="list-style-type: none"> • completing most of the preliminary work, such as selecting land and calling for expressions of interest from design and construction teams • working with three shortlisted developers to work up concepts for consideration by Council in late August • completing Stage 1 of community engagement on the civic precinct and public space use between March and June 2019. 	■
Communicating and engaging more effectively with the community, in areas of need.		<p>We engaged with 214 respondents through interviews, workshops and online to identify needs in priority areas including access and inclusion, lifelong learning and jobs, digital inclusion and community resourcing. We developed a Youth Leadership Program, which offers 20 young people the chance to influence our decision-making.</p>	■
Continuing to transform our workplace culture.	<i>Implement the actions in the annual employee opinion survey.</i>	<p>We implemented the Executive Action Plan and engaged with employees face-to-face to get their feedback on our Employee Opinion Survey. We also have several organisation-wide workplace culture initiatives underway.</p>	✓
Using data and analytics to make better decisions.		<p>We are continuing to refine ways of using data to report on organisational performance. This has been delayed due to the need to first develop a performance monitoring framework.</p>	◆

■ On track
◆ Needs improvement
● Off track
△ Not yet available
✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018–19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Making our processes more effective and efficient.		<p>Actions we undertook in 2018–19 include:</p> <ul style="list-style-type: none"> • delivering Introduction to Lean Thinking training to over 530 employees • delivering Lean Basics training to 48 employees • completing five business improvement projects, with another 25 underway. <p>Demand from the organisation outweighed our capacity to deliver, delaying the development of the Lean Leader training programs. However, we're recruiting new people to help with these tasks in the new financial year.</p>	◆
Increasing state and federal funding for the region.		<p>We have applied for relevant funding throughout the year and had success in gaining funding for various road projects.</p> <p>Other funding announcements included:</p> <ul style="list-style-type: none"> • \$5 million Murradoc Road upgrade • \$5 million Grubb Road upgrade • \$3.5 million for the Drysdale Sports Precinct. 	✓
Developing, promoting and improving the City's brand.		<p>We continued to roll-out our new brand, which incorporates both our visual look and written voice.</p> <p>Other notable activities included:</p> <ul style="list-style-type: none"> • a re-brand of the Geelong Australia website • promotional material to support and advance Geelong's status as a UNESCO City of Design • the launch of our new 'The City Presents' community forum series • the successful staging of another Christmas program. 	■
Leading major local organisations in collaborative projects.		<p>We developed a stakeholder group to support our UNESCO City of Design designation and delivered the Geelong element of Melbourne Design Week.</p> <p>We will continue to bring together key regional stakeholders, via our Vision Partner Group.</p> <p>Membership of the group has been reviewed and expanded in 2019.</p>	✓

■ On track
 ◆ Needs improvement
 ● Off track
 △ Not yet available
 ✓ Complete

FOUR-YEAR COUNCIL PLAN PRIORITIES	2018-19 MAJOR AIMS	PROGRESS COMMENT	STATUS
Using better communication to strengthen our strategic priorities.	<i>Strengthen strategic, governance and communication frameworks.</i>	<p>We adopted and started implementing a <i>Corporate Communications and Marketing Strategy</i> in August 2018. The strategy is focused on proactive, positive story-telling about our many services.</p> <p>We also produced the following:</p> <ul style="list-style-type: none"> • <i>Community Update</i>, our resident newsletter (six editions) • our very popular calendar • banners and billboards and • the annual Christmas program. 	■
	<i>Convene a Junior Council, with input into decision-making, to improve engagement with young people.</i>	Twelve local young people, aged 12-16 years of age, were elected to our first Greater Geelong Youth Council in February 2019. The Youth Council will meet monthly and present their findings to Council quarterly.	✓
	<i>Begin five-year service planning.</i>	We completed a service planning process for all designated services. These plans will set the foundations for service delivery over the coming years and allow our organisation leaders and councillors to make informed, comparative decisions about investment in future services.	✓
	<i>Strengthen relationships with neighbouring councils, including G21 region councils and the City of Wyndham.</i>	Our Mayor and Chief Executive Officer (CEO) are both on the board of G21 – Geelong Region Alliance. The CEO meets monthly with G21 CEOs, and frequently with the CEO of Wyndham, to strengthen ties and discuss common projects.	✓

■ On track
◆ Needs improvement
● Off track
△ Not yet available
✓ Complete

LOCAL GOVERNMENT PERFORMANCE REPORTING INDICATORS

To help measure performance across all Victorian councils in a transparent and accountable way, we report to Local Government Victoria on the following mandatory indicators:

SERVICE/INDICATOR/MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS AND COMMENTS
Governance					
Transparency <i>Council decisions made at meetings closed to the public</i> [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	6.54%	4.83%	12.25%	8.39%	We've improved the way tender information is presented to reduce the need for closed-meeting decisions.
Consultation and engagement <i>Satisfaction with community consultation and engagement</i> [Community satisfaction rating out of 100 with how Council has performed on community consultation and engagement]	54	47	50	55	Live streaming and satellite council meetings seem to have had a positive influence on community satisfaction with engagement. We have also focused strongly on being more accessible and inclusive in consultation and engagement, a commitment reflected in the clever and creative vision and council plan.
Attendance <i>Councillor attendance at council meetings</i> [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	92.12%	95.24%	94.54%	96.36%	This is our first financial year with only elected members on Council since 2014. Attendance was high, with only 10 recorded absences for the year.

SERVICE/INDICATOR/MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS AND COMMENTS
Service cost <i>Cost of governance</i> [Direct cost of the governance service / Number of Councillors elected at the last Council general election]	\$48,892.85	\$186,708.33	\$101,558.08	\$48,135.89	This is our first financial year with no paid administrators since 2014. Costs per councillor have therefore returned to expected levels.
Satisfaction <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	56	48	53	55	This result reflects improvements in consultation and engagement, as well as a return to only elected representatives on Council.

GOVERNANCE

The background features a light teal gradient. A large, dark teal triangle is positioned on the left side, pointing towards the bottom right. A white diagonal line runs from the top left towards the bottom right, intersecting the dark teal triangle. Below this line, a light blue triangle is visible, pointing towards the bottom right.

COUNCIL INFORMATION

TABLE 5: Council meetings in 2018–19

MEETING TYPE	NUMBER HELD	HELD AT
Ordinary council meetings*	12 (one per month)	City Hall (30 Gheringhap Street, Geelong)
Special council meetings	3 (as required)	City Hall (30 Gheringhap Street, Geelong)
Community focus council meetings	10 (all months, except December and January).	Held at locations throughout the municipality, in a different ward each month

* Live streaming of ordinary council meetings also commenced during 2018–19.

TABLE 6: Councillor attendance for 2018–19

NAME	ORDINARY	SPECIAL	COMMUNITY FOCUS COUNCIL	TOTAL
B Harwood (Mayor)	10	3	8	21
P Murreihy (Deputy Mayor)	12	3	9	24
A Aitken (Councillor)	12	3	10	25
S Asher (Councillor)	11	1	8	20
K Grzybek (Councillor)	8	3	9	20
E Kontelj (Councillor)	11	2	9	22
S Mansfield (Councillor)	12	2	9	23
J Mason (Councillor)	12	3	10	25
P Murnane (Councillor)	12	3	9	24
R Nelson (Councillor)	10	3	10	23
T Sullivan (Councillor)	12	2	9	23

TABLE 7: Special committees in 2018–19

SPECIAL COMMITTEE	PURPOSE
Central Geelong Marketing Committee	To market and promote Central Geelong in a coordinated and integrated way, enhancing economic and social viability and general amenity.
Geelong Major Events	To coordinate how we attract assist and fund events.
Bellarine Multi-Arts Facility (Potato Shed)	To support the long-term management and promotion of the Potato Shed.
Planning Committee	To consider and determine planning permit applications that have been called in by a councillor.
Development Hearing Panel	To consider and determine planning permit applications that: <ul style="list-style-type: none"> • have been referred by a councillor, or planning officer • have been recommended for refusal or • have received six or more lodged objections.
Chief Executive Officer (CEO) Employment Matters Special Committee	To oversee the recruitment of the CEO, and other CEO employment matters.

CODE OF CONDUCT

All councils are required to develop and approve a councillor code of conduct within four months of a general election. On 27 February 2018, our Council adopted a revised *Councillor Code of Conduct* that is designed to:

- help councillors maintain the highest standards of conduct and behaviour
- provide a means to deal with problems councillors might encounter
- attract the highest level of confidence from stakeholders and
- help the mayor and councillors to discharge their public office responsibilities appropriately.

The code also:

- clarifies roles
- explains decision-making arrangements
- provides guidance on councillor behaviour, interests, gifts and hospitality, lawful conduct and other obligations
- provides a framework and processes for managing councillor conduct.

COUNCILLOR ALLOWANCES

All councillors are entitled to an allowance while performing their duty. Allowances for the mayor and deputy mayor are governed by the *City of Greater Geelong Act (Vic) 1993*. The Minister for Local Government approved an annual adjustment of two per cent to take effect from 1 December 2018.

TABLE 8: Current annual allowances

NAME	ALLOWANCE \$
B Harwood (Mayor)	98,465
P Murrihy (Deputy Mayor)	30,827
A Aitken (Councillor)	30,827
S Asher (Councillor)	30,827
K Grzybek (Councillor)	30,827
E Kontelj (Councillor)	30,827
S Mansfield (Councillor)	30,827
J Mason (Councillor)	30,827
P Murnane (Councillor)	30,827
R Nelson (Councillor)	30,827
T Sullivan (Councillor)	30,827

COUNCILLOR EXPENSES

Councillors must be reimbursed for expenses incurred while performing their duties. Council has adopted a policy to guide what should be reimbursed, as well as other resources, facilities and support needed to help the mayor and councillors discharge their duties.

TABLE 9: Details of reimbursements and expenses paid in 2018–19

NAME	TRAVEL \$	CAR \$	CHILDCARE \$	INFORMATION & COMMUNICATION TECHNOLOGY \$	CONFERENCE & TRAINING \$	TOTAL \$
B Harwood	7,243	18,517	–	329	193	26,282
P Murrphy	868	–	–	329	2,891	4,088
A Aitken	–	–	–	329	2,878	3,207
S Asher	–	5,889	–	329	9,604	15,822
K Grzybek	–	–	–	329	18	347
E Kontelj	14	–	–	1,038	–	1,052
S Mansfield	23	–	–	329	8,671	9,023
J Mason	71	5,803	–	329	3,418	9,621
P Murnane	–	–	–	329	–	329
R Nelson	1,125	–	–	340	2,391	3,856
T Sullivan	786	–	–	359	3,511	4,656

AUDIT AND RISK COMMITTEE

Our Audit and Risk Committee oversees finance and risk management, and fosters an environment of ethical conduct and good corporate governance. The committee:

- is made up of two councillors and three independent members, including representatives of the Victorian Auditor-General's Office
- meets five times a year
- reports minutes to council.

TABLE 10: Audit and risk committee

AUDIT AND RISK COMMITTEE MEMBER ATTENDANCE	NUMBER OF MEETINGS ATTENDED
Mr Geoff Harry (independent member – chair)	5
Ms Lisa Tripodi (independent member)	5
Mr John Watson (independent member)	5
Cr Bruce Harwood (Mayor – appointed October 2017)	4
Cr Kylie Grzybek (appointed October 2017)	3
Cr Anthony Aitken (substitute)	1

AUDIT

Our internal auditor provides independent and objective advice to help us check our processes and controls across the organisation. The Victorian Auditor-General's Office also audits our organisation regularly.

RISK MANAGEMENT

The purpose of our Enterprise Risk Management Framework is to:

- identify and manage our strategic risks
- establish risk management as an integral part of our planning and decision-making processes
- create a consistent way of managing risks
- clearly define roles and responsibilities
- assign authority and accountability to those in the organisation who manage risks
- allocate resources.

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 2019.

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
GC1	Community engagement policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Policy in operation Date of operation of current policy: 25 July 2017
GC2	Community engagement guidelines (guidelines to assist staff to determine when and how to engage with the community)	Guidelines in operation Date of operation of current guidelines: 25 July 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)	Adopted in accordance with section 126 of the Act Date of adoption: 25 June 2019
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)	Adopted in accordance with section 130 of the Act Date of adoption: 25 June 2019
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)	Adopted Date of adoption: <ul style="list-style-type: none"> - Asset Management Policy 1 September 2012 - Fleet Asset Management Plan 1 January 2006 - IT Asset Management Plan 1 September 2012 - Building Asset Management Plan 1 January 2012 - Road Asset Management Plan 1 September 2013 - Footpath Asset Management Plan 1 March 2012 - Bridges and Major Culverts Asset Management Plan 1 August 2013 - Drainage Asset Management Plan 14 August 2007 Asset management transformation is resourced and underway. A project plan and governance framework are established. Work on an updated policy, asset management framework, strategy and updated asset management plans will continue through 2019–20.
GC6	Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy in operation Date of operation: 25 June 2019
GC7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Policy adopted Date of adoption: 29 November 2017
GC8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy adopted Date of adoption: 26 April 2018
GC9	Municipal emergency management plan (plan under section 20 of the <i>Emergency Management Act 1986</i> for emergency prevention, response and recovery)	Prepared and maintained in accordance with section 20 of the <i>Emergency Management Act 1986</i> Date of preparation: 31 October 2018

GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
GC10 Procurement policy (policy under section 186A of the <i>Local Government Act 1989</i> 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 Act Date of adoption: 25 June 2019
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)	Plan in operation Date of operation: 16 May 2011 The plan is undergoing an update in the 2019–20 financial year and work has commenced. A supporting consultancy resource has been engaged and a project plan established. The business continuity framework and policy are going through the City's policy and procedure approval process in August 2019. Business impact assessment workshops are commencing in July 2019.
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)	Plan in operation Date of operation: 25 June 2014 The plan is undergoing an update in the 2019–20 financial year. Tests are undertaken annually.
GC13 Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework in operation Date of operation: 29 November 2017
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)	Established in accordance with section 139 of the Act Date of establishment: 28 November 2017 (last review of the charter)
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)	Independent auditor engaged Date of engagement: 7 December 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)	Framework in operation Date of operation: 26 June 2013 The performance reporting framework, which currently satisfies the requirements of section 131 of the Act, will undergo an update in the 2019–20 financial year.
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)	Report in place Date of current report: 12 February 2019

GOVERNANCE AND MANAGEMENT ITEMS	ASSESSMENT
GC18 Financial reporting (quarterly statements to Council under section 138 of the Act comparing budgeted revenue and expenditure with actual revenue and expenditure)	Statements presented to council in accordance with section 138(1) of the Act Dates statements presented: Quarterly statement 1 – 28 August 2018 Quarterly statement 2 – 13 November 2018 Quarterly statement 3 – 12 February 2019 Quarterly statement 4 – 14 May 2019
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 to Council: Report 1 – 28 August 2018 Report 2 – 11 December 2018 Report 3 – 26 March 2019 Report 4 – 25 June 2019
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)	Report prepared and presented: 23 October 2018 The City reports annually against a performance reporting framework which satisfies section 131 of the Act. The City also produces quarterly financial reports.
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)	Considered at a meeting of council in accordance with section 134 of the Act Date report considered: 23 October 2018
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)	Reviewed in accordance with section 76C of the Act Date reviewed: 27 February 2018
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)	Reviewed in accordance with section 98(6) of the Act Date of review: 23 October 2018
GC24 Meeting procedures (a local law governing the conduct of meetings of Council and special committees)	Made in accordance with section 91(1) of the Act Date local law resolved to be made: 20 September 2017

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

Cr Bruce Harwood
Mayor
Dated: 14 August 2019

Martin Cutter
Chief Executive Officer
Dated: 14 August 2019

STATUTORY INFORMATION

The following information is provided in accordance with legislative and other requirements applying to council.

DOCUMENTS AVAILABLE FOR PUBLIC INSPECTION

In accordance with regulation 12 of the Local Government (General) Regulations 2015, we are required to provide copies of the following documents for public inspection, for the purposes of section 222 of the *Local Government Act (Vic) 1989*, at 30 Gheringhap Street, Geelong:

- A document containing details of overseas or interstate travel (other than interstate travel by land for less than three days) undertaken in an official capacity by any councillor, or member of staff, in the previous 12 months.
- 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.
- A document containing 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.

CONTRACTS

During the year, we did not enter into any service contracts valued at \$150,000 or more, or works contracts for \$200,000 or more, for works or more of a kind specified in section 186(5)(a) and (c) of the Act. We also did not enter into any other contracts valued at \$150,000 or more for goods or services, or \$200,000 or more for works, without engaging in a competitive process.

FOOD ACT MINISTERIAL DIRECTIONS

In accordance with section 7E of the *Food Act (Vic) 1984*, we are required to publish a summary of any Ministerial Directions received during the financial year in our annual report, however we didn't receive any in 2018–19.

INFORMATION PRIVACY

We are 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 (Vic) 2014* and *Health Records Act (Vic) 2001*.

Our policies set out our requirements for the managing and handling of personal information. The policies are public documents which are available on request, or via our website.

FREEDOM OF INFORMATION

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the *Freedom of Information Act (Vic) 1982*, we are required to publish certain statements in the annual report or separately, such as on our website, concerning our functions and information available. We have chosen to publish the statements separately, however provide the following summary of the application and operation of the *Freedom of Information Act (Vic) 1982*.

Access to documents may be obtained through written request to the Freedom of Information Officer, as detailed in section 17 of the *Freedom of Information Act (Vic) 1982* and in summary as follows:

- it should be in writing
- it should identify as clearly as possible which document is being requested
- it should be accompanied by the appropriate application fee (the fee may be waived in certain circumstances).

Requests for documents in our possession should be addressed to the Freedom of Information Officer. Requests can also be lodged online, or by email.

Access charges may also apply once documents have been processed and a decision on access is made (for example, photocopying and search and retrieval charges).

Further information regarding freedom of information can be found at www.foi.vic.gov.au and on our website.

PROTECTED DISCLOSURE PROCEDURES

In accordance with section 69 of the *Protected Disclosure Act (Vic) 2012*, we must include information in the annual report about how to access the procedures we've established under Part 9 of the *Protected Disclosure Act (Vic) 2012*. We are also required to provide certain information about the number and types of protected disclosure complaints investigated during the financial year.

This Act aims to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector, and provide protection for people who make disclosures. Procedures on how to make a disclosure are publicly available on our website.

There were five disclosures notified to the Independent Broad-based Anti-Corruption Commission under section 21(2) during 2018–19.

ROAD MANAGEMENT ACT MINISTERIAL DIRECTION

In accordance with section 22 of the *Road Management Act (Vic) 2004*, a council must publish a copy or summary of any Ministerial direction in its annual report. No such Ministerial directions were received during the financial year.

CHARTER OF HUMAN RIGHTS AND RESPONSIBILITIES

In June 2006 the Victorian Parliament passed the *Charter of Human Rights and Responsibilities Act (Vic) 2006* (the Charter). The 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.

We consider the 20 human rights established by the Charter when delivering our services, developing our policies or implementing our plans.

LOCAL LAWS

The following local laws remain current.

Neighbourhood Amenity Local Law 2014

This local law regulates activities of people and provides standards and conditions for specified activities to protect people in, or the environment of, the municipal district. The local law aims to achieve the following objectives that align with our overall objectives and strategies:

- to secure community safety
- to protect public assets
- to enhance neighbourhood amenity.

Council Meeting Procedures Local Law 2017

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

- to regulate and control use of the Common Seal of Council
- to regulate proceedings for the election of the mayor and deputy mayor
- to facilitate the orderly conduct of, and regulate proceedings at, meetings of council and special committees
- to facilitate the good government of the Council and ensure its decisions are made in the best interests of the community
- to promote and encourage community participation in governance.

DOMESTIC ANIMAL MANAGEMENT PLAN UPDATE

We have a legal obligation under the *Domestic Animals Act (Vic) 1994* to produce a four-year domestic animal management plan and evaluate its progress in our annual report.

We have one of the largest dog and cat populations of any Victorian municipality, with 35,759 registered dogs and 11,043 registered cats.

Council adopted the *Domestic Animal Management Plan 2018–21* on 12 March 2018, following an extensive engagement period.

Activities we've undertaken in the last 12 months in support of the plan include:

- implemented better processes to increase the rate of dogs and cats returned to their owners without being impounded
- improved digital systems for impoundment and release
- rebranded vehicles to promote awareness about responsible pet ownership
- introduced seasonal registration tags for visitors bringing their pets to our region pets on holidays
- improved the Park Your Pet app to give helpful information about public space use, dog care, behaviour and health risks
- subsidised an annual campaign to encourage owners to desex and register their cats
- implemented amendments to the *Domestic Animals Act (Vic) 2017*, which apply to puppy farms and pet shops
- developed and adopted the *Fenced Dog Parks – Siting, Design and Management Guidelines*, to inform decisions about the location, quantity, design and on-going maintenance of our dog parks
- adopted the *Dogs in Public Places Policy*, with a focus on safe use of shared open spaces
- partnered with coastal committees of management to adopt new dog control orders for the Northern Bellarine area.



ACCESS AND INCLUSION PLAN UPDATE

We have a legal obligation under the *Disability Act (Vic) 2006* to produce a disability action plan and evaluate its progress in the annual report.

Our *Access and Inclusion Action Plan 2018–22* was endorsed by Council in November 2018. The action plan is based on four key areas and contains 37 goals with 49 measures. Since it was endorsed, we've achieved 39 per cent of the action plan measures.

TABLE 11: Key projects undertaken in 2018–19:

KEY AREA	NUMBER OF PROJECTS UNDERTAKEN	EXAMPLES OF 2018–19 ACTIONS
Promoting inclusion and participation in the community of persons with a disability.	4	<ul style="list-style-type: none"> • Access and Inclusion Advisory Committee consulted on Northern ARC designs. Advice was also given to Better Bike Connections – Southern Link plans and development of the social housing plan. • Developed an improved <i>Event Planning Guide</i> to include accessible requirements. • Collected 100 responses from people with a disability and disability advocates about access and inclusion in Geelong, at the Having A Say Conference.
Reducing barriers in accessing goods, services and facilities	8	<ul style="list-style-type: none"> • Improved roads, footpaths and public toilets. • Purchased a Marveloo (mobile adult change facility for use at events). • Engaged 700 attendees in information training sessions on inclusiveness through Tourism Greater Geelong and The Bellarine and delivered one-on-one mentoring to 91 businesses.
Reducing barriers to obtaining and maintaining employment.	2	<ul style="list-style-type: none"> • Delivered an employee learning program about disability access and community inclusion.
Achieving tangible changes in attitudes and practices that discriminate against persons with a disability.	5	<p>Supported the following events:</p> <ul style="list-style-type: none"> • International Day of People with Disability • Inclusion Week celebrations • 'STREETFACE – Having A Say' public awareness campaign.

ACCESS AND INCLUSION ADVISORY COMMITTEE

Our Access and Inclusion Advisory Committee continued their great work through 2018–19. All members have a lived experience of disability and play a key role advising us about access and inclusion in our policies and activities.

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 (Vic) 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 us 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. These are calculated on a per-hectare basis.
- Community infrastructure levy, which will fund community facilities. These were rate capped at \$1,150 per dwelling for 2018–19.

The City currently has seven active DCPs that will total \$550 million in project value over their expected 20-year life span. There continues to be significant activity in five of these precincts.

In 2018–19, we started preparing a Precinct Structure Plan and Development Contributions Plan for Marshall Precinct, as well as Development Contributions Plans for Jetty Road Stage 2 and Central Road Drysdale.

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.

Baywater and Bayview estates are in the final stages of completion. The Curlewis Parks and Coriyule estates have progressed significantly.

We collected community infrastructure levies for 226 lots in 2018–19 (1,542 lots in total since development commenced in this precinct).

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.

Development is progressing on multiple fronts with Warralily and Promenade estates, near Barwon Heads Road, and Sanctuary, on Burvilles Road. The community pavilion and sports fields located on Central Boulevard have almost reached completion.

We collected community infrastructure levies for 623 lots in 2018–19 (3,189 lots in total).

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.

Development is progressing along Boundary Road, with Armstrong Estate, and along Whites Road, with Warralilly The Grange starting construction.

We collected community infrastructure levies for 310 lots in 2018–19 (1,431 lots in total).

DCP05 Horseshoe Bend Precinct

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

Watermark, Charlemont Rise and Ashbury estates are progressing well.

We have acquired the Sparrovale Wetlands site and are progressing drainage planning and design, as well as a master plan.

We collected community infrastructure levies for 279 lots in 2018–19 (749 lots in total).

DCP06 Armstrong Creek Town Centre Precinct

The Minister for Planning approved the Armstrong Creek Town Centre Development Contributions Plan on 23 October 2014. The DCP includes eight intersections, shared paths, drainage works and a contribution towards a future library.

The retail site development has commenced in this precinct and a number of other planning permit applications are under consideration.

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 is progressing well and a number of other planning permit applications are under consideration.

We collected community infrastructure levies for 39 lots in 2018–19 (162 lots in total).

MINISTERIAL REPORTING REQUIREMENTS

TABLE 12: Total DCP levies received in 2018–19

DCP NAME AND YEAR APPROVED	LEVIES RECEIVED IN 2018–19 FINANCIAL YEAR (\$)
DCP01 Armstrong Creek North East Industrial Precinct 2010	–
DCP02 Jetty Road Stage 1 2012	474,409
DCP03 Armstrong Creek East Precinct 2012	657,599
DCP04 Armstrong Creek West Precinct 2013	1,443,048
DCP05 Horseshoe Bend 2014	258,087
DCP06 Armstrong Creek Town Centre 2014	–
DCP07 Lara West 2014	36,902
Total	2,870,045

TABLE 13: DCP land, works, services or facilities accepted as works-in-kind in 2018–19

COUNCIL	DCP NAME	YEAR APPROVED	PROJECT ID	PROJECT DESCRIPTION	ITEM PURPOSE	PROJECT VALUE (\$)
City of Greater Geelong	DCP03 Armstrong Creek East Precinct	2012	DI_DR_03	Armstrong Creek Drainage and Waterway Improvement Works - Section 3 (Horseshoe Bend Rd to Surf Coast Hwy)	Drainage	51,713.18
City of Greater Geelong	DCP02 Jetty Road Stage1	2012	P001	Pedestrian Bridge to Clifton Springs Primary School	Crossing	1,103,152.36

TABLE 14: Land, works, services or facilities delivered in 2018–19 from DCP levies collected

PROJECT DESCRIPTION	PROJECT ID	DCP NAME AND YEAR APPROVED	DCP FUND EXPENDED (\$)	WORKS IN-KIND ACCEPTED (\$)	COUNCILS' CONTRIBUTIONS (\$)	OTHER CONTRIBUTIONS (\$)	TOTAL PROJECT EXPENDITURE (\$)	PERCENTAGE OF ITEM DELIVERED %
Griggs Creek – Rehabilitation and Revegetation	OS001	DCP02 Jetty Road Stage1 – 2012		138,247			138,247	100.00
Intersection – North South Collector Road Part A and Geelong Portarlington Road	R003	DCP02 Jetty Road Stage1 – 2012	231,876				231,876	12.62
NAC Community Complex Construction	DI_C_1	DCP03 Armstrong Creek East Precinct – 2012	10,128,095		-4,394,000		5,734,095	63.40
NAC Active Open Space Reserve Community Pavilion	CI_OS_4	DCP03 Armstrong Creek East Precinct – 2012	2,193,404		-76,000		2,167,404	71.92
Drainage Works – Wetland/Retarding Basin North East Corner (Cnr 4C and Surf Coast Hwy)	DI_LA_11	DCP04 Armstrong Creek West Precinct – 2013	45,750				45,750	6.81
NAC Community Complex Construction	DI_LA_9	DCP04 Armstrong Creek West Precinct – 2013	9,149				9,149	0.09
Sparrovale Wetlands Drainage Land	DI_LA_22	DCP05 Horseshoe Bend Precinct – 2014	787,500		286,393		1,073,893	100.00
Sparrovale Wetlands Drainage Land	DI_LA_23	DCP05 Horseshoe Bend Precinct – 2014	3,000,000		4,797,549		7,797,549	100.00

See over

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 %
Sparrowale Wetlands – Management Plan and Implementation Works	DI_DR_13	DCP05 Horseshoe Bend Precinct – 2014	169,508				169,508	4.01
Sparrowale Wetlands – Construction	DI_DR_12	DCP05 Horseshoe Bend Precinct – 2014	115,986				115,986	4.16
Drainage Works Reserve Road Retarding Basin (land)	DI_LA_14	DCP05 Horseshoe Bend Precinct – 2014	33,442				33,442	1.58
Land Acquisition – Transit Corridor – Boundary Rd to Burville Rd	DI_LA_4	DCP06 Armstrong Creek Town Centre – 2014	661,867				661,867	23.43
Retarding basin & Water Treatment – Central (Land)	DI_LA_8	DCP06 Armstrong Creek Town Centre – 2014	246,508				246,508	63.21
Intersection – O'Hallorans Rd / Patullos Rd /Elcho Rd – 180 Patullos Road – land acquisition	DI_LA_4	DCP07 Lara West – 2014	145,600	80,342			225,942	100.00
Armstrong Creek Drainage and Waterway Improvement Works – Section 3 (Horseshoe Bend Rd to Surf Coast Hwy)	DI_DR_03	DCP03 Armstrong Creek East Precinct – 2012		51,713			51,713	0.58
Pedestrian Bridge to Clifton Springs Primary School	P001	DCP02 Jetty Road Stage1 – 2012		1,103,152			1,103,152	100.00
Total			17,768,685	1,154,866	5,302,531	-4,470,000	19,756,082	

PERFORMANCE STATEMENT

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PERFORMANCE STATEMENT

The City of Greater Geelong municipality is located 75 kilometres from the Melbourne CBD. The municipality covers 1,252 square kilometres, comprising country, coastal and suburban areas. Greater Geelong is bounded by Moorabool Shire, Wyndham City, 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 over 252,000 and this is expected to increase to more than 393,000 by 2041, growth of almost 56 per cent. Geelong has a diverse economy with almost 18,000 businesses and a labour force of over 126,000 people. Major industry strengths and opportunities include: health care and allied services, education and training, construction, hospitality services, advanced manufacturing, cleantech, agribusiness, tourism, specialised insurance services, creative and digital industries.

SUSTAINABLE CAPACITY INDICATORS

INDICATOR/MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS AND COMMENTS	
Population						
C1	<i>Expenses per head of municipal population</i> [Total expenses / Municipal population]	\$1,368.26	\$1,394.33	\$1,455.15	\$1,439.94	
C2	<i>Infrastructure per head of municipal population</i> [Value of infrastructure / Municipal population]	\$6,296.77	\$6,294.53	\$6,695.35	\$7,080.74	
C3	<i>Population density per length of road</i> [Municipal population / Kilometres of local roads]	104.16	107.12	110.26	111.85	
Own-source revenue						
C4	<i>Own-source revenue per head of municipal population</i> [Own-source revenue / Municipal population]	\$1,172.06	\$1,053.39	\$1,221.66	\$1,258.73	
Recurrent grants						
C5	<i>Recurrent grants per head of municipal population</i> [Recurrent grants / Municipal population]	\$185.75	\$264.72	\$232.62	\$236.45	
Disadvantage						
C6	<i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	5	5	6	6	Greater Geelong's SEIFA Index of Disadvantage in 2011 was in the lowest 50% in Victoria and in 2016 moved to the lowest 60% in Victoria. While this shows a more favourable state-wide comparison, the Index itself has shown no significant change – only moving from 993 in 2011 to 994 in 2016.

Definitions

"Adjusted underlying revenue" means total income other than:

- non-recurrent grants used to fund capital expenditure
- non-monetary asset contributions
- 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 (Vic) 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 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS AND COMMENTS	
Aquatic Facilities						
AF6	Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Municipal population]	8.51	8.48	8.36	8.82	Use of aquatic venues has increased. Our Learn to Swim program now operates year-round and program participation and retention has grown. Visits by schools, groups and casual users is also up on previous years.
Animal Management						
AM4	Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	12	12	21	19	The number of prosecutions presented to the Magistrates Court has increased over the past two years in proportion to the reported number of serious dog attacks. Prosecutions are influenced by: <ul style="list-style-type: none"> • the nature and scale of the attack • availability of reliable witnesses and adequate evidence • any prior history of non-compliance.
Food Safety						
FS4	Health and safety <i>Critical and major non-compliance outcome notifications</i> [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	99.11%	96.48%	99.46%	99.32%	
Governance						
G5	Satisfaction <i>Satisfaction with council decisions</i> [Community satisfaction rating out of 100 with how council has performed in making decisions in the interest of the community]	56	48	53	55	This result reflects improvements in consultation and engagement, as well as a return to only elected representatives on Council.
Home and Community Care (HACC)						
HC6	Participation <i>Participation in HACC service</i> [Number of people that received a HACC service / Municipal target population for HACC services] x100	19.45%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	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 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS AND COMMENTS
HC7 Participation <i>Participation in HACC service by CALD people</i> [Number of CALD people who receive a HACC service / Municipal target population in relation to CALD people for HACC services] x100	16.04%	Reporting Ceased 1 July 2016	Reporting Ceased 1 July 2016	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 <i>Active library members</i> [Number of active library members / Municipal population] x100	19.47%	19.28%	18.17%	18.20%	
Maternal and Child Health (MCH)					
MC4 Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100	75.45%	73.46%	73.78%	73.17%	
MC5 Participation <i>Participation in the MCH service by Aboriginal children</i> [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	59.20%	73.26%	64.86%	63.39%	
Roads					
R5 Satisfaction <i>Satisfaction with sealed local roads</i> [Community satisfaction rating out of 100 with how council has performed on the condition of sealed local roads]	54	47	49	54	Our Roads to Success business improvement project led to shorter turnaround times on repairs to defects reported by customers.
Statutory Planning					
SP4 Decision making <i>Council planning decisions upheld at VCAT</i> [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	78.57%	61.54%	68.00%	64.00%	This result will be variable as we continue to make decisions in the best interest of the community. It excludes our mediated outcomes or consent orders. Taking this into account during 2018–19 would add a further 16 per cent of decisions that were not set aside by VCAT, or 80 per cent in total, which is an excellent result. On average only two per cent of our planning decisions are appealed at VCAT each year.

SERVICE/INDICATOR/MEASURE	RESULTS 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	MATERIAL VARIATIONS AND COMMENTS
Waste Collection					
WC5 Waste diversion <i>Kerbside collection waste diverted from landfill</i> [Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100	54.65%	56.32%	54.75%	54.00%	Green waste and recycling as a ratio of all services was down. Green waste tonnage was reduced because of unseasonably dry weather affecting plant and garden growth.

Definitions

"Aboriginal child" means a child who is an Aboriginal person.

"Aboriginal person" has the same meaning as in the *Aboriginal Heritage Act (Vic) 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 (Vic) 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 (Vic) 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 (Vic) 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 (Vic) 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 (Cth) 1985*.

"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 (Vic) 2004*.

"Major non-compliance outcome notification" means a notification received by a council under section 19N(3) or (4) of the *Food Act (Vic) 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 (Cth) 1985*.

"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 (Vic) 2004*.

FINANCIAL PERFORMANCE INDICATORS

DIMENSION/INDICATOR/MEASURE	RESULTS					FORECASTS			MATERIAL VARIATIONS AND COMMENTS
	2016	2017	2018	2019	2020	2021	2022	2023	
Efficiency									
E1 Revenue level Average residential rate per residential property assessment [Residential rate revenue / Number of residential property assessments]	\$1,424.66	\$1,487.58	\$1,525.79	\$1,585.94	\$1,641.56	\$1,671.69	\$1,705.46	\$1,753.66	
E2 Expenditure level Expenses per property assessment [Total expenses / Number of property assessments]	\$2,654.78	\$2,804.67	\$2,974.29	\$2,952.67	\$3,075.77	\$3,101.05	\$3,138.24	\$3,220.04	
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	8.29%	8.82%	10.90%	8.76%	9.48%	9.49%	9.47%	9.50%	Our resignations and terminations have returned to normal after a slight increase in 2017-18.
Liquidity									
L1 Working capital Current assets compared to current liabilities [Current assets / Current liabilities] x100	126.20%	147.35%	145.35%	155.09%	167.10%	136.98%	157.12%	136.20%	Increased cash balance in current year with stable liability balance. Forecast includes increased loan liability to fund Civic Accommodation project.
L2 Unrestricted cash Unrestricted cash compared to current liabilities [Unrestricted cash / Current liabilities] x100	102.92%	122.64%	115.02%	118.83%	147.59%	122.54%	140.10%	119.50%	Forecast years are impacted by increased cash balances against a stable current liability balance.
Obligations									
O1 Asset renewal Asset renewal compared to depreciation [Asset renewal expense / Asset depreciation] x100]	62.12%	52.03%	47.55%	50.36%	50.51%	48.88%	48.38%	50.11%	Capital spend on asset renewal projects increasing in line with depreciation increases.
O2 Loans and borrowings Loans and borrowings compared to rates [Interest bearing loans and borrowings / Rate revenue] x100	28.23%	22.28%	22.73%	28.83%	36.87%	67.56%	91.66%	86.65%	Loan for \$26 million was drawn down in June 2019. Loan funding for Civic Accommodation to be drawn down over the next three years.
O3 Loans and borrowings repayments compared to rates [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	6.49%	5.70%	5.06%	4.70%	5.03%	7.49%	18.80%	13.08%	Increased loan borrowings related to construction of Civic Accommodation over the next three years.

DIMENSION / INDICATOR / MEASURE	RESULTS					FORECASTS			MATERIAL VARIATIONS AND COMMENTS
	2016	2017	2018	2019	2020	2021	2022	2023	
O4 Non-current liabilities compared to own source revenue [Non-current liabilities / Own source revenue] x100	17.76%	15.22%	18.36%	23.93%	28.70%	43.60%	63.26%	59.27%	Loan for \$26 million was drawn down in June 2019. Loan funding for Civic Accommodation to be drawn down over the next three years.
Operating Position									
OP1 Adjusted underlying result Adjusted underlying surplus (or deficit) [Adjusted underlying surplus (deficit) / Adjusted underlying revenue] x100	0.32%	-3.54%	1.99%	5.38%	2.41%	1.40%	5.15%	3.50%	Current year impacted due to increase in non-monetary contributions from developers in the growth areas. Non-monetary contributions forecast to decrease in future years.
Stability									
S1 Rates concentration Rates compared to adjusted underlying revenue [Rate revenue / Adjusted underlying revenue] x100	62.08%	64.45%	58.93%	59.50%	62.70%	62.58%	60.81%	62.06%	
S2 Rates effort Rates compared to property values [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.40%	0.40%	0.41%	0.36%	0.34%	0.34%	0.34%	0.35%	Annual valuation process reduces the volatility of property prices – prior year had significant increase in market value of properties.
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 AAS, which 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 2019

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 (Vic) 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 – for example, the 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* require explanation of any material variations in the results contained in the performance statement.

The forecast figures included in the performance statement are those adopted by council in its strategic resource plan on 26 June 2018 and which form 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 actual financial results is contained in the General Purpose Financial Statements. The strategic resource plan can be obtained by contacting us.

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COUNCIL APPROVAL OF THE PERFORMANCE STATEMENT

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



Michael Dugina CPA
Principal Accounting Officer
Dated: 10 September 2019

In our opinion, the accompanying performance statement of The City of Greater Geelong for the year ended 30 June 2019, presents fairly the results of council's performance in accordance with the *Local Government Act (Vic) 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 capability.

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 Greater Geelong City Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify this performance statement in its final form.



Cr Bruce Harwood
Mayor
Dated: 10 September 2019



Cr Pat Murnane
Councillor
Dated: 10 September 2019



Martin Cutter
Chief Executive Officer
Dated: 10 September 2019

Independent Auditor's Report

To the Councillors of the City of Greater Geelong

Opinion

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

- description of municipality for the year ended 30 June 2019
- sustainable capacity indicators for the year ended 30 June 2019
- service performance indicators for the year ended 30 June 2019
- financial performance indicators for the year ended 30 June 2019
- other information
- council approval of the performance statement.

In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2019, 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. I further describe my responsibilities under that Act and those standards 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*. 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 performance statement in Victoria. 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.

Councillors' responsibilities for the performance statement

The Councillors of the council are 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 Councillors determine 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.

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.

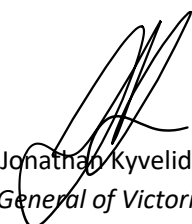
Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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 the 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 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 overall presentation, structure and content of the performance statement, including the disclosures, and whether the performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors 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
17 September 2019


Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria



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**ANNUAL FINANCIAL
REPORT FOR THE YEAR
ENDING 30 JUNE 2019**

UNDERSTANDING THE FINANCIAL REPORT AND FINANCIAL STATEMENTS

Our Financial Report and Performance Statement are prepared in accordance with the Australian Accounting Standards, the *Local Government Act (Vic) 1989* and the Auditor General's model accounts.

The Financial Report and Performance Statement are audited by the Victorian Auditor-General's agent and are approved in principle by both our Audit and Risk Committee and by Council. The reports are then forwarded to the Victorian Auditor-General's Office for finalisation and an independent opinion.

BASIS FOR PREPARATION FINANCIAL STATEMENTS

The financial statements consist of five financial reports, explanatory notes supporting the reports and endorsement from the Council and the Victorian Auditor-General.

The five financial reports are:

- a comprehensive income statement
- a balance sheet
- a statement of changes in equity
- a cash flow statement and
- a statement of capital works.

The explanatory notes detail our accounting policies and the make-up of the values contained in the statements.

COMPREHENSIVE INCOME STATEMENT

The comprehensive income statement measures our performance over the year.

It lists our revenue sources under various income headings, as well as the expenses we incurred during the year. The expenses relate only to the 'operations' and do not include the costs associated with the purchase or building of assets. Expenses do include an item for depreciation, which is the value of the assets used up during the year.

BALANCE SHEET

The balance sheet shows the assets we own and what we owe (liabilities) as of 30 June 2019.

The bottom line of the balance sheet is net assets, which is the net worth we have built up over many years.

Our assets and liabilities are separated into current and non-current. Current refers to assets or liabilities that will fall due within the next 12 months (except long-service leave – refer to note 5.5 within the notes to the accounts section of this report).

STATEMENT OF CHANGES IN EQUITY

The statement of changes in equity summarises the change in value of total ratepayer equity. The value of equity can only change as a result of:

- profit or loss from operations, described as surplus or deficit in the income statement
- use of monies from our reserves
- a change in the value of non-current assets, resulting from a revaluation of these assets.

CASH FLOW STATEMENT

The cash flow statement summarises our cash payments and receipts for the year, as well as our level of cash at the end of the financial year.

Cash in this statement refers to bank deposits and investments that can be quickly converted to cash.

Our cash arises from, and is used in, three main areas:

- Cash flows from operating activities – summarises all income and expenses relating to our operations, including service delivery and maintenance.
- Cash flows from investing activities – relates to capital works payments recorded as assets in the balance sheet, as well as receipts for the sale of assets.
- Cash flows from financing activities – represents repayments of and receipts from loans.

STATEMENT OF CAPITAL WORKS

This statement provides detail of capital expenditure by asset type and distinguishes renewal, upgrade and new capital expenditure.

NOTES TO THE ACCOUNTS

The notes to the accounts enable the reader to understand the basis on which the values shown in the accounts are established. The notes also advise if there has been any change to the accounting standards, policy or legislation that has impacted on how the standards were prepared.

Within the five financial statements, there is a 'note' column to indicate where the reader should go for additional information. This is particularly useful where there has been a significant change from the previous year's comparative figure.

STATEMENTS BY THE PRINCIPAL ACCOUNTING OFFICER, CHIEF EXECUTIVE OFFICER AND COUNCILLORS

The Financial Statements and the Performance Statement require certification under the *Local Government Act (Vic) 1989*. The certifications are made by a combination of the Principal Accounting Officer, the Chief Executive Officer and two councillors, on behalf of the Council, as a written undertaking to the statements being correct and not misleading.

AUDITOR-GENERAL'S REPORT

This document provides a written undertaking of the accuracy, fairness and completeness of the accounts.

The audit report from the Auditor-General provides an independent view of the statements and advises the reader if there are any issues of concern.

**City of Greater Geelong
Financial Report
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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 Dugina CPA
Principal Accounting Officer



Date : 10th September 2019
Geelong

In our opinion the accompanying financial statements present fairly the financial transactions of City of Greater Geelong for the year ended 30 June 2019 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.

Cr B Harwood
Mayor
Date :
Geelong



10th September 2019

Cr P Murnane
Councillor

Date : 10th September 2019
Geelong



Martin Cutler
Chief Executive Officer

Date : 10th September 2019
Geelong



Independent Auditor's Report

To the Councillors of the City of Greater Geelong

Opinion	<p>I have audited the financial report of the City of Greater Geelong (the council) which comprises the:</p> <ul style="list-style-type: none">• balance sheet as at 30 June 2019• 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 significant accounting policies• certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2019 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. 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 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors 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.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

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 Councillors
- conclude on the appropriateness of the Councillors' 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 Councillors 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
17 September 2019


Jonathan Kyvelidis
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement For the Year Ended 30 June 2019

	Note	2019 \$'000	2018 \$'000
Income			
Rates and charges	3.1	230,942	218,809
Statutory fees and fines	3.2	14,457	13,881
User Fees	3.3	63,934	60,968
Grants - operating	3.4(a)	58,139	53,924
Grants - capital	3.4(b)	20,244	14,159
Contributions - monetary	3.5	6,702	7,429
Contributions - non monetary	3.5	85,905	57,687
Share of net profits (or loss) of associates and joint ventures	6.2	(337)	29
Other income	3.7	8,476	5,372
Total income		488,462	432,259
Expenses			
Employee costs	4.1	154,592	151,144
Materials and services	4.2	107,527	105,639
Depreciation and amortisation	4.3	65,951	58,638
Bad and doubtful debts	4.4	2,432	1,409
Borrowing costs	4.5	1,897	1,902
Other expenses	4.6	28,774	35,497
Net (gain)/ or loss on disposal of property, infrastructure, plant and equipment	3.6	2,005	1,990
Total expenses		363,178	356,219
Surplus/(deficit) for the year		125,284	76,040
Other comprehensive income			
Net asset revaluation increment/(decrement)	6.1	31,009	141,503
Total comprehensive result		156,293	217,543

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

Balance Sheet
As at 30 June 2019

	Note	2019 \$'000	2018 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1(a)	11,883	4,945
Trade and other receivables	5.1(c)	16,823	11,532
Other financial assets	5.1(b)	93,645	97,613
Inventories	5.2(a)	1,127	1,101
Other assets	5.2(b)	3,041	2,169
Total current assets		126,519	117,360
Non-current assets			
Trade and other receivables	5.1(c)	2,933	2,394
Other financial assets	5.1(b)	230	230
Intangible assets	5.2(c)	3,500	689
Investments in associates, joint arrangements and subsidiaries	6.2	10,126	10,463
Property, infrastructure, plant and equipment	6.1	2,506,363	2,340,343
Total non-current assets		2,523,152	2,354,119
Total assets		2,649,671	2,471,479
Liabilities			
Current liabilities			
Trade and other payables	5.3(a)	34,708	34,398
Trust funds and deposits	5.3(b)	7,542	6,757
Provisions	5.5	30,063	29,720
Interest-bearing liabilities	5.4	9,264	9,868
Total current liabilities		81,577	80,743
Non-current liabilities			
Provisions	5.5	19,264	16,064
Interest-bearing liabilities	5.4	56,577	38,810
Other provisions	5.5	135	37
Total non-current liabilities		75,976	54,911
Total liabilities		157,553	135,654
Net assets		2,492,118	2,335,825
Equity			
Accumulated surplus		1,451,581	1,292,951
Reserves	9.1	1,040,537	1,042,874
Total Equity		2,492,118	2,335,825

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

**Statement of Changes in Equity
For the Year Ended 30 June 2019**

	Note				
		Total \$'000	Accumulated Surplus \$'000	Asset Revaluation Reserve \$'000	Other Reserves \$'000
2019					
Balance at beginning of the financial year		2,335,825	1,292,951	990,545	52,329
Surplus/(deficit) for the year		125,284	125,284	-	-
Net asset revaluation increment/(decrement)	9.1(a)	31,009	-	31,009	-
Transfers to other reserves	9.1(b)	-	(29,927)	-	29,927
Transfers from other reserves	9.1(b)	-	63,273	-	(63,273)
Balance at end of the financial year		2,492,118	1,451,581	1,021,554	18,983

		Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2018					
Balance at beginning of the financial year		2,118,282	1,176,284	849,042	92,956
Surplus/(deficit) for the year		76,040	76,040	-	-
Net asset revaluation increment/(decrement)	9.1(a)	141,503	-	141,503	-
Transfers to other reserves	9.1(b)	-	(54,741)	-	54,741
Transfers from other reserves	9.1(b)	-	95,368	-	(95,368)
Balance at end of the financial year		2,335,825	1,292,951	990,545	52,329

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

Statement of Cash Flows
For the Year Ended 30 June 2019

	2019	2018
	Inflows/ (Outflows)	Inflows/ (Outflows)
Note	\$'000	\$'000
Cash flows from operating activities		
Rates and charges	229,047	215,398
Statutory fees and fines	14,689	13,465
User fees	62,495	64,412
Grants - operating	58,291	54,012
Grants - capital	23,879	20,502
Contributions - monetary	6,801	7,466
Interest received	2,005	2,129
Trust funds and deposits taken	4,524	4,326
Net GST refund/payment	16,910	16,487
Employee costs	(142,463)	(135,851)
Materials and services	(171,315)	(158,559)
Trust funds and deposits repaid	(3,434)	(1,910)
Net cash provided by/(used in) operating activities	9.2 <u>101,429</u>	<u>101,877</u>
Cash flows from investing activities		
Payments for property, infrastructure, plant and equipment	6.1 (124,470)	(113,313)
Proceeds from sale of property, infrastructure, plant and equipment	10,167	9,709
Payments for investments	(162,784)	(194,105)
Proceeds from sale of investments	167,332	185,489
Net cash provided by/(used in) investing activities	<u>(109,755)</u>	<u>(112,219)</u>
Cash flows from financing activities		
Finance costs	(1,901)	(1,902)
Proceeds from borrowings	26,000	12,100
Repayment of borrowings	(8,835)	(8,932)
Net cash provided by/(used in) financing activities	<u>15,264</u>	<u>1,266</u>
Net increase (decrease) in cash and cash equivalents	6,938	(9,076)
Cash and cash equivalents at the beginning of the financial year	4,945	14,021
Cash and cash equivalents at the end of the financial year	5.1 <u>11,883</u>	<u>4,945</u>
Financing arrangements	5.6	
Restrictions on cash assets	5.1	

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

**Statement of Capital Works
For the Year Ended 30 June 2019**

	Note	2019 \$'000	2018 \$'000
Property			
Land		12,351	5,227
Total land		<u>12,351</u>	<u>5,227</u>
Buildings		4,423	18,572
Total buildings		<u>4,423</u>	<u>18,572</u>
Total property		<u>16,774</u>	<u>23,800</u>
Plant and equipment			
Plant, machinery and equipment		8,664	4,416
Fixtures, fittings and furniture		-	61
Computers and telecommunications		2,214	1,545
Total plant and equipment		<u>10,878</u>	<u>6,022</u>
Infrastructure			
Roads		22,458	20,333
Footpaths and cycleways		5,187	5,071
Drainage		6,313	7,615
Recreational, leisure and community facilities		40,482	18,747
Waste management		4,199	13,674
Parks, open space and streetscapes		11,216	3,720
Other infrastructure		6,963	14,331
Total infrastructure		<u>96,818</u>	<u>83,491</u>
Total capital works expenditure		<u>124,470</u>	<u>113,313</u>
Represented by:			
New asset expenditure		76,902	72,709
Asset renewal expenditure		33,213	27,885
Asset upgrade expenditure		14,355	12,719
Total capital works expenditure		<u>124,470</u>	<u>113,313</u>

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

Notes to the Financial Report For the Year Ended 30 June 2019

OVERVIEW

Introduction

The City of Greater Geelong was established by an Order of the Governor in Council 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 the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, *the Local Government Act 1989*, and *the Local Government (Planning and Reporting) Regulations 2014*.

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 6.1)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.1)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)

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.

Notes to the Financial Report
For the Year Ended 30 June 2019

Note 1 Performance against budget

The performance against budget 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 or \$8.5 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 26 June 2018. The budget was based on assumptions that were relevant at the time of adoption of the budget. Council sets guidelines and parameters for income 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*.

1.1 Income and expenditure

	Budget 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000	Ref
Income				
Rates and charges	238,296	230,942	(7,354)	-3%
Statutory fees and fines	13,434	14,457	1,023	8%
User fees	55,005	63,934	8,929	16% 1
Grants - operating	43,135	58,139	15,004	35% 2
Grants - capital	21,157	20,244	(913)	-4%
Contributions - monetary	4,813	6,702	1,889	39% 3
Contributions - non monetary	45,000	85,905	40,905	91% 4
Share of net profits/(losses) of associates and joint ventures	-	(337)	(337)	0%
Other income	6,610	8,476	1,866	28% 5
Total income	427,450	488,462	61,012	14%
Expenses				
Employee costs	154,817	154,592	225	0%
Materials and services	105,170	107,527	(2,357)	-2%
Bad and doubtful debts	900	2,432	(1,532)	-170% 6
Depreciation and amortisation	62,893	65,951	(3,058)	-5%
Borrowing costs	2,893	1,897	996	34% 7
Net (gain)/loss on disposal of property, infrastructure, plant & equipment	3,052	2,005	1,047	34% 8
Other expenses	27,873	28,774	(901)	-3%
Total expenses	357,598	363,178	(5,580)	-2%
Surplus/(deficit) for the year	69,852	125,284	55,432	79%

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	User Fees	Additional fees for Commercial waste disposal \$1.6m, Subdivision design fees \$1.4m. Unbudgeted program funds received including; Greenhouse reduction program \$0.1m, Central Activity Area pedestrian network \$1.3m, Armstrong Creek drainage easement \$0.5m and Road Trauma public art memorial \$0.2m. Reimbursement of costs for diversion of waste due to SKM \$0.5m and clean up costs for two properties \$0.2m.
2	Grants - Operating	Financial Assistance Grants - early receipt of 50% of 2019-20 allocation \$10.7m. Increased grants received for Home care services \$1.9m, Domestic assistance \$0.6m, and Emergency management \$0.5m.
3	Contributions - monetary	Early receipt of Community Infrastructure levies for St Leonards Growth Area \$1.5m, Armstrong Creek \$0.4m and Ocean Grove \$0.2m, partly offset by the delayed receipt of developer infrastructure levies (\$0.3m).
4	Contributions - non monetary	Increased subdivision assets \$33.1m and recognition of open space \$7.1m.
5	Other income	Interest income \$0.1m due to increased investments. Asset revaluation impact recognised due to previous decrements being processed to profit and loss (\$1.6m)
6	Bad and doubtful debts	Increase in provision for infringement debtors, majority being parking infringements. Rectification works on Belcher's building provided 100% as doubtful.
7	Borrowing costs	Deferral of loan borrowings into 2019-20 and cancellation of loan borrowings reducing interest costs.
8	Net (gain)/loss on disposal of property, infrastructure, plant and equipment	Increased proceeds received for assets disposed of during the year and less than budgeted WDV for sold assets.

Notes to the Financial Report
For the Year Ended 30 June 2019

1.2 Capital works

	Budget	Actual	Variance	Ref
	2019	2019	2019	
	\$'000	\$'000	\$'000	
Property				
Land	14,353	12,351	(2,002)	-14%
Total Land	14,353	12,351	(2,002)	-14%
Buildings	4,771	4,423	(348)	-7%
Total Buildings	4,771	4,423	(348)	-7%
Total Property	19,124	16,774	(2,350)	-12%
Plant and Equipment				
Plant, machinery and equipment	8,955	8,664	(291)	-3%
Computers and telecommunications	2,229	2,214	(15)	-1%
Total Plant and Equipment	11,184	10,878	(306)	-3%
Infrastructure				
Roads	23,047	22,458	(589)	-3%
Footpaths and cycleways	4,644	5,187	543	12%
Drainage	6,713	6,313	(400)	-6%
Recreational, leisure and community facilities	41,430	40,482	(948)	-2%
Waste management	6,430	4,199	(2,231)	-35%
Parks, open space and streetscapes	12,851	11,216	(1,635)	-13%
Other infrastructure	2,747	6,963	4,216	153%
Total Infrastructure	97,862	96,818	(1,044)	-1%
Total Capital Works Expenditure	128,169	124,470	(3,699)	-3%
Represented by:				
New asset expenditure	86,103	76,902	(9,201)	-11%
Asset renewal expenditure	32,226	33,213	987	3%
Asset upgrade expenditure	9,840	14,355	4,515	46%
Total Capital Works Expenditure	128,169	124,470	(3,699)	-3%

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land	Delay of land acquisition in Fyansford \$1.6m.
2	Footpaths and cycleways	Increased spending on pedestrian safety upgrades \$1.4m and Bellarine rail trail sealing \$0.4m, partly offset by delayed expenditure on Footpath renewal (\$0.6m)
3	Waste management	Lower spend at Drysdale landfill site \$1.9m (\$0.4m delayed) and Corio landfill site \$0.4m.
4	Parks, open space and streetscapes	Delayed expenditure relating to the Northern skate park development \$0.5m, and Grovedale, East Geelong and St Joseph's Football/Netball club changeroom upgrades \$1.4m.
5	Other infrastructure	Miscellaneous capitalised expenditure including capitalised salaries and other minor items.

**Notes to the Financial Report
For the Year Ended 30 June 2019**

Note 2.1 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

(a) Customer and Corporate Services

Customer and corporate services provides efficient, effective and proactive support services across council to enable the delivery of policy commitments, business improvements and financial information. The provision of these services includes finance services, digital information and technology, property and procurement, customer service, business improvement and program integration and development.

Planning, Design and Development

The planning services area includes the assessment of city development, health and local laws, planning strategy and urban growth.

Community Life

Community life provides high quality community focused programs, service delivery and communication to residents. Community life is comprised of community care, connected communities, family services, health communities, leisure and recreational services and social planning and investment.

City Services

City services is responsible for constructing new infrastructure and maintaining existing infrastructure across a very diverse range of assets that underpin the wellbeing of the community. These assets include capital works engineering services, environment and waste, city works, parks and gardens, emergency management and

Investment and Attraction

Economy, investment and attraction supports local festivals and events and advocates on behalf of the community for major events, tourism and cultural opportunities. Investment and attraction is responsible for arts and culture, economic development and events and tourism.

People and Culture

People and culture provides efficient and effective services to meet the growing needs of the community. Customer service is dedicated to the health, safety and amenity of the community.

Governance, Strategy and Performance

Governance and legal services provides effective governance oversight of the organisation. Human resource management provides support to the organisation and ensures councils customer focus includes communication and community engagement processes. Service areas include governance and legal services, strategy engagement and performance, corporate communication and marketing, enterprise risk and legal services.

Notes to the Financial Report
For the Year Ended 30 June 2019

Note 2.1 Analysis of Council results by program

(b) Summary of revenues, expenses, assets and capital expenses by program

	Income	Expenses	Grants		Total assets
			Surplus/ (Deficit)	included in income	
	\$'000	\$'000	\$'000	\$'000	\$'000
2019					
Customer and Corporate Services	255,925	38,901	217,025	22,070	162,941
Planning, Design and Development	37,434	26,607	10,827	5,482	14,321
Community Life	75,401	96,694	(21,293)	34,572	504,739
City Services	113,773	151,035	(37,262)	13,673	1,849,088
Economy, Investment and Attraction	5,503	33,278	(27,775)	2,537	118,582
People and Culture & CEO	49	7,031	(6,983)	-	-
Governance, Strategy and Performance	377	9,632	(9,255)	50	-
	488,462	363,178	125,284	78,384	2,649,671

	Income	Expenses	Grants		Total assets
			Surplus/ (Deficit)	included in income	
	\$'000	\$'000	\$'000	\$'000	\$'000
2018					
Customer and Corporate Services	241,524	37,670	203,854	21,429	169,051
Planning, Design and Development	35,176	25,820	9,356	4,238	14,165
Community Life	69,594	92,331	(22,737)	29,835	495,266
City Services	78,360	150,399	(72,039)	8,323	1,670,762
Economy, Investment and Attraction	7,241	31,329	(24,089)	4,258	122,235
People and Culture & CEO	(202)	9,888	(10,090)	-	-
Governance, Strategy and Performance	568	8,783	(8,215)	-	-
	432,259	356,219	76,040	68,084	2,471,479

Notes to the Financial Report
For the Year Ended 30 June 2019

Note 3 Funding for the delivery of our services	2019	2018
3.1 Rates and charges	\$'000	\$'000

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 2018-19 was \$64.48 billion (2017-18 \$52.21 billion).

General rates	177,493	168,443
Municipal charge	12,521	11,803
Waste management charge	35,635	30,284
Special rates and charges	2,568	4,629
Supplementary rates and rate adjustments	2,084	3,066
Interest on rates and charges	572	515
Revenue in lieu of rates	69	69
Total rates and charges	230,942	218,809

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2018, and the valuation was first applied in the rating year commencing 1 July 2018.

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.

3.2 Statutory fees and fines

Infringements and costs	3,881	3,867
Court recoveries	857	857
Town planning fees	2,449	2,441
Land information certificates/registrations	3,437	3,326
Permits	3,833	3,390
Total statutory fees and fines	14,457	13,881

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.

3.3 User fees

Aged and health services	2,669	2,614
Leisure centre and recreation	18,916	18,080
Child care/children's programs	7,142	8,069
Parking	10,280	9,925
Building services	4,314	3,229
Waste management services	11,270	11,059
National Wool Museum	809	760
Parks	824	771
Rental and leasing	2,484	2,425
Road works	1,080	1,481
Other fees and charges	4,146	2,555
Total user fees	63,934	60,968

User fees are recognised as revenue when the service has been provided. Council has otherwise earned the income.

3.4 Funding from other levels of government

Grants were received in respect of the following:

Summary of grants

Commonwealth funded grants	47,065	45,264
State funded grants	31,318	22,821
Total grants received	78,383	68,085

(a) Operating grants

Recurrent - Commonwealth Government

Financial Assistance Grants	20,931	21,233
Family services	9,425	8,031
General home care	14,383	12,447
Other	249	235

Recurrent - State Government

Aged care	2,564	2,546
School crossing supervisors	900	820
Family services	7,040	6,169
Environment	222	199
Community development	481	23
Other	1,944	2,221
Total recurrent operating grants	58,139	53,924

Total operating grants	58,139	53,924
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Notes to the Financial Report
For the Year Ended 30 June 2019

	2019 \$'000	2018 \$'000
(b) Capital grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	1,497	3,022
Total recurrent capital grants	1,497	3,022
<i>Non-recurrent - Commonwealth Government</i>		
IT	-	196
Recreation	580	100
<i>Non-recurrent - State Government</i>		
Roads	2,086	85
IT	365	2,400
Recreation	2,613	1,335
Buildings	9,434	4,747
Central Geelong revitalisation	3,009	1,642
Other	660	632
Total non-recurrent capital grants	18,747	11,137
Total capital grants	20,244	14,159
(c) Unspent grants received on condition that they be spent in a specific manner		
Balance at start of year	2,926	6,460
Received during the financial year and remained unspent at balance date	1,051	2,926
Received in prior years and spent during the financial year	(2,926)	(6,460)
Balance at year end	1,051	2,926

Grant income is recognised when Council obtains control of the contribution. Control is normally obtained upon receipt (or acquittal) or upon earlier notification that a grant has been secured.

3.5 Contributions

Monetary	6,702	7,429
Non-monetary	85,905	57,687
Total contributions	92,607	65,116
<i>Contributions of non-monetary assets were received in relation to the following asset classes.</i>		
Land	12,105	11,008
Other infrastructure	73,800	46,679
Total non-monetary contributions	85,905	57,687

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

3.6 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	10,167	9,709
Written down value of assets disposed	(12,172)	(11,699)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(2,005)	(1,990)

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

Notes to the Financial Report
For the Year Ended 30 June 2019

	2019 \$'000	2018 \$'000
3.7 Other revenue		
Interest	2,005	2,129
Other	6,471	3,243
Total other revenue	8,476	5,372

Interest is recognised as it is earned.

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 4 The cost of delivering services

4.1 Employee costs

Wages and salaries	128,831	126,442
WorkCover	2,121	2,081
Casual staff/supplementary labour	11,104	9,929
Superannuation	11,765	11,326
Fringe benefits tax	491	639
Other	280	727
Total employee costs	154,592	151,144

(a) Superannuation

Employer made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	926	961
	<u>926</u>	<u>961</u>
Employer contributions payable at reporting date.	-	-

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	4,932	6,857
Employer contributions - other funds	6,696	3,714
	<u>11,628</u>	<u>10,571</u>
Employer contributions payable at reporting date.	-	-

Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services

Materials	8,953	9,238
Contract payments	41,953	40,181
Building maintenance	5,222	4,511
Plant/equipment/vehicle costs	7,379	7,411
Utilities	11,650	9,940
Office administration	6,656	7,269
Information technology	2,624	2,653
Insurance	1,815	2,209
Levies	5,257	5,291
Geelong Regional Library Corporation Funding Agreement Contribution	9,920	9,744
Consultants	4,558	4,696
Capital works reclassified as expense	1,540	2,496
Total materials and services	107,527	105,639

4.3 Depreciation and amortisation

Property	10,985	10,033
Plant and equipment	6,239	6,470
Infrastructure	48,727	42,135
Total depreciation and amortisation	65,951	58,638

Refer to note 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

Notes to the Financial Report
For the Year Ended 30 June 2019

	2019 \$'000	2018 \$'000
4.4 Bad and doubtful debts		
Parking fine debtors	1,210	1,408
Other debtors	1,222	1
Total bad and doubtful debts	2,432	1,409
Movement in provisions for doubtful debts		
Balance at the beginning of the year	8,350	7,593
New provisions recognised during the year	2,416	1,380
Amounts already provided for and written off as uncollectible	(13)	(653)
Amounts provided for but recovered during the year	16	30
Balance at end of year	10,769	8,350

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.5 Borrowing costs

Interest - borrowings	1,897	1,902
Total borrowing costs	1,897	1,902

Borrowing costs are recognised as an expense in the period in which they are incurred, except where they are capitalised as part of a qualifying asset constructed by Council.

4.6 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals.	96	93
Auditors' remuneration - Internal	123	180
Councillors' allowances	419	270
Contributions	5,157	5,002
Other	4,161	3,048
Waste disposal and recycling	9,685	8,934
Landfill rehabilitation costs	277	9,532
Marketing, promotion and advertising	1,909	1,985
Events and functions	1,018	989
Operating lease rentals	4,211	3,749
Security	672	683
Memberships and subscriptions	474	508
Licences, fees and permits	572	525
Total other expenses	28,774	35,497

Note 5 Our financial position

5.1 Financial assets

(a) Cash and cash equivalents

Cash on hand	119	97
Cash at bank	11,764	4,848
Total cash and cash equivalents	11,883	4,945

(b) Other financial assets

Term deposits - current	93,645	97,613
Non-current - unlisted shares at cost - Regional Kitchen Pty Ltd	230	230
Total other financial assets	93,875	97,843
Total financial assets	105,758	102,788

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

- Trust funds and deposits (Note 5.3)	7,542	6,757
- Grants received but not expended (Note 3.4)	1,051	2,926
Total restricted funds	8,593	9,683
Total unrestricted cash and cash equivalents	96,935	92,875

Intended allocations

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

- Cash held to fund carried forward capital works	23,571	47,300
- Other reserve accounts	(4,588)	5,029
Total funds subject to intended allocations (Refer 9.1 (b))	18,983	52,329

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.

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

Notes to the Financial Report
For the Year Ended 30 June 2019

	2019	2018
	\$'000	\$'000
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	3,244	2,561
Infringement debtors	10,497	9,344
Provision for doubtful debts - infringements	(8,969)	(7,759)
Other debtors including landfill, leasing and permits	13,849	7,975
Provision for doubtful debts - other debtors	(1,798)	(589)
Total current trade and other receivables	<u>16,823</u>	<u>11,532</u>
Non-current		
<i>Statutory receivables</i>		
Special rate scheme	585	537
<i>Non-statutory receivables</i>		
Loans and advances to community organisations	98	98
Long term rates	2,250	1,759
Total non-current trade and other receivables	<u>2,933</u>	<u>2,394</u>
Total trade and other receivables	<u>19,756</u>	<u>13,926</u>

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred.

(d) Ageing of receivables

The ageing of Council's trade and other receivables (excluding statutory receivables) that are not impaired was:

Current (not yet due)	4,827	2,087
Past due by up to 30 days	-	-
Past due between 31 and 180 days	3,236	1,348
Past due between 181 and 365 days	1,237	17
Past due by more than 1 year	723	-
Total trade and other receivables	<u>10,023</u>	<u>3,452</u>

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$1.3m (2018: \$0.1m) were impaired. The amount of the provision raised against these debtors was \$1.3m (2018: \$0.1m). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with the Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	1	-
Past due by up to 30 days	335	2
Past due between 31 and 180 days	253	25
Past due between 181 and 365 days	694	27
Past due by more than 1 year	78	55
Total trade and other receivables	<u>1,361</u>	<u>109</u>

Notes to the Financial Report
For the Year Ended 30 June 2019

5.2 Non-financial assets	2019	2018
(a) Inventories	\$'000	\$'000
Inventories held for distribution	805	788
Inventories held for sale	322	313
Total inventories	1,127	1,101

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.

(b) Other assets

Prepayments	1,751	739
Accrued income	1,289	1,398
Other	1	32
Total other assets	3,041	2,169

(c) Intangible assets

Landfill air space	3,500	689
Total intangible assets	3,500	689

**Landfill
\$'000**

Gross carrying amount

Balance at 1 July 2018	689
Additions from internal developments	3,088
Amortisation	(277)
Balance at 1 July 2019	3,500

Net book value at 30 June 2018	689
Net book value at 30 June 2019	3,500

Intangible assets with finite lives are amortised as an expense on a systematic basis over the asset's useful life. Amortisation is generally calculated on a straight line basis, at a rate that allocates the asset value, less any estimated residual value over its estimated useful life. Estimates of the remaining useful lives and amortisation method are reviewed at least annually, and adjustments made where appropriate.

5.3 Payables	2019	2018
(a) Trade and other payables	\$'000	\$'000
Trade payables	20,459	19,917
Prepaid income (includes rates and leisure services)	4,271	3,841
Accrued expenses	9,978	10,640
Total trade and other payables	34,708	34,398
(b) Trust funds and deposits		
Refundable deposits	6,016	4,929
Fire services levy	1,526	1,828
Total trust funds and deposits	7,542	6,757

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. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

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-eight days after the rate instalment due date. Amounts disclosed here will be remitted to the state government in line with that process.

Notes to the Financial Report
For the Year Ended 30 June 2019

	2019 \$'000	2018 \$'000
5.4 Interest-bearing liabilities		
Current		
Borrowings - secured	9,264	9,868
	<u>9,264</u>	<u>9,868</u>
Non-current		
Borrowings - secured	56,577	38,810
	<u>56,577</u>	<u>38,810</u>
Total	<u>65,841</u>	<u>48,677</u>

Borrowings are secured against the Council Rate Base

(a) The maturity profile for the Council's borrowings is:

Not later than one year	9,264	9,868
Later than one year and not later than five years	34,409	25,373
Later than five years	22,168	13,436
	<u>65,841</u>	<u>48,677</u>

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. Council determines the classification of its interest bearing liabilities at initial recognition.

5.5 Provisions

	Employee	Landfill restoration	Other	Total
	\$ '000	\$ '000	\$ '000	\$ '000
2019				
Balance at beginning of the financial year	32,159	13,625	-	45,784
Additional provisions	21,606	3,088	-	24,694
Amounts used	(21,131)	(19)	-	(21,150)
Balance at the end of the financial year	<u>32,634</u>	<u>16,694</u>	-	<u>49,328</u>
2018				
Balance at beginning of the financial year	31,075	8,933	1,134	41,142
Additional provisions	18,343	10,221	-	28,564
Amounts used	(17,259)	(5,529)	(1,134)	(23,923)
Balance at the end of the financial year	<u>32,159</u>	<u>13,625</u>	-	<u>45,783</u>

Notes to the Financial Report
For the Year Ended 30 June 2019

	2019	2018
	\$'000	\$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	9,459	9,160
Long service leave	2,824	2,252
Other	209	192
	<u>12,492</u>	<u>11,604</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	879	902
Long service leave	16,445	16,767
	<u>17,324</u>	<u>17,669</u>
Total current employee provisions	<u>29,816</u>	<u>29,273</u>
Non-current		
Long service leave	2,818	2,886
Total non-current employee provisions	<u>2,818</u>	<u>2,886</u>
Aggregate carrying amount of employee provisions:		
Current	29,816	29,273
Non-current	2,818	2,886
Total aggregate carrying amount of employee provisions	<u>32,634</u>	<u>32,159</u>

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 the 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. LSL is measured at present value. Unconditional LSL is disclosed as a 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.

Key assumptions:

- discount rate	0.98% - 1.04%	1.91% - 2.585%
- inflation rate	2.30%	4.86%

	2019	2018
	\$'000	\$'000
(b) Landfill restoration		
Current	247	447
Non-current	16,446	13,177
	<u>16,693</u>	<u>13,624</u>

Council is obligated to restore its landfill sites to a standard as mandated by the Environment Protection Authority. The forecast life of the site is based on current estimates of remaining capacity and the forecast rate of infill. 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 a suitable 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.

Key assumptions:

- discount rate	1.73% - 1.915%	2.985% - 3.085%
- estimated cost to rehabilitate	18,865	19,312

(c) Other provisions

Developer Contributions Liabilities	135	37
	<u>135</u>	<u>37</u>

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2019.

Bank overdraft	5,000	5,000
Total facilities	<u>5,000</u>	<u>5,000</u>
Used facilities	-	-
Unused facilities	<u>5,000</u>	<u>5,000</u>

Notes to the Financial Report
For the Year Ended 30 June 2019

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

2019	Not later than 1	Later than 1	Later than 2	Later than 5	Total
	year	year and not later than 2	years and not later than 5		
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
IT	643	-	-	-	643
Recycling	545	-	-	-	545
Facilities maintenance	3,102	906	1,322	-	5,331
Open space and parks management	2,220	716	456	-	3,392
Consultancies	2,749	261	57	-	3,067
Cleaning contracts for council buildings	2,433	946	899	-	4,278
Roads	877	440	220	-	1,537
Other	1,083	1,019	681	-	2,783
Total	13,652	4,288	3,635	-	21,575
Capital					
Buildings	12,273	313	-	-	12,585
Other	5,874	-	-	-	5,874
Total	18,147	313	-	-	18,459

2018	Not later than 1	Later than 1	Later than 2	Later than 5	Total
	year	year and not later than 2	years and not later than 5		
	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Recycling	201	-	-	-	201
Facilities maintenance	137	124	239	-	500
Open space and parks management	764	975	89	-	1,828
Consultancies	2,308	2,571	1,490	178	6,547
Cleaning contracts for council buildings	2,231	1,996	191	-	4,417
Total	5,641	5,666	2,008	178	13,494
Capital					
Buildings	28,544	1,980	-	-	30,524
Other	2,080	-	-	-	2,080
Total	30,623	1,980	-	-	32,603

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):

	2019	2018
	\$'000	\$'000
Not later than one year	2,870	3,067
Later than one year and not later than five years	4,380	7,467
Later than five years	5	5
Total	7,255	10,539

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.

Notes to the Financial Report
For the Year Ended 30 June 2019

Note 6 Assets we manage
6.1 Property, infrastructure, plant and equipment
Summary of property, infrastructure, plant and equipment

	At fair value 30 June 2018 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Transfers \$'000	At fair value 30 June 2019 \$'000
Land	690,335	14,649	14,835	-	-	(4,673)	-	5,332	720,478
Buildings	258,820	22,688	-	-	(10,985)	(1,396)	-	19,294	288,421
Plant and equipment	26,072	11,160	-	-	(6,239)	(1,479)	-	257	29,772
Infrastructure	1,281,944	33,393	73,747	32,648	(48,727)	(4,626)	-	22,915	1,391,295
Work in progress	83,172	42,581	-	-	-	-	(1,523)	(47,834)	76,387
	2,340,343	124,471	88,582	32,648	(65,951)	(12,173)	(1,523)	(35)	2,506,363

Summary of work in progress (WIP)

	Opening WIP \$'000	Additions \$'000	Write-off \$'000	Transfers \$'000	Closing WIP \$'000
Buildings	26,898	15,612	(560)	(23,551)	18,398
Plant and equipment	114	751	(10)	(72)	783
Infrastructure	56,160	26,218	(952)	(24,210)	57,216
Total	83,172	42,581	(1,523)	(47,834)	76,387

Revaluation - \$31.0m recorded against the reserve and \$1.6m recorded against Profit and Loss

Contributions includes Non monetary contributions and found assets

Notes to the Financial Report
For the Year Ended 30 June 2019

(a) Property

	Land - specialised	Land - non specialised	Land under roads	Total land and land improvements	Heritage buildings	Buildings - specialised	Buildings - non specialised	Building improvements	Leasehold improvements	Total buildings	Work in progress	Total property
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2018	626,581	46,788	16,966	690,335	31,484	195,204	36,157	-	2,550	265,405	26,898	982,638
Accumulated depreciation at 1 July 2018	-	-	-	-	(561)	(3,160)	(1,333)	-	(1,531)	(6,585)	-	(6,585)
	626,581	46,788	16,966	690,335	30,933	192,044	34,824	-	1,019	258,820	26,898	976,053
Movements in fair value												
Additions	14,649	-	-	14,649	215	19,973	2,162	-	337	22,688	15,612	52,949
Contributions	11,258	-	3,577	14,835	-	-	-	-	-	-	-	14,835
Revaluation	-	-	-	-	-	-	-	-	-	-	-	-
Disposal	(2,643)	(2,030)	-	(4,673)	(1,402)	(62)	(50)	-	-	(1,513)	-	(6,186)
Write-off	-	-	-	-	-	-	-	-	-	-	(560)	(560)
Transfers	5,332	-	-	5,332	375	18,116	584	-	219	19,294	(23,551)	1,075
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
	28,597	(2,030)	3,577	30,144	(811)	38,028	2,696	-	556	40,469	(8,500)	62,113
Movements in accumulated depreciation												
Depreciation and amortisation	-	-	-	-	(1,110)	(7,187)	(2,458)	-	(230)	(10,985)	-	(10,985)
Accumulated depreciation of disposals	-	-	-	-	102	11	5	-	-	117	-	117
Revaluation	-	-	-	-	-	-	-	-	-	-	-	-
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
	-	-	-	-	(1,009)	(7,176)	(2,453)	-	(230)	(10,868)	-	(10,868)
At fair value 30 June 2019	655,178	44,758	20,543	720,479	30,683	233,232	38,853	-	3,106	305,874	18,398	1,044,751
Accumulated depreciation at 30 June 2019	-	-	-	-	(1,570)	(10,336)	(3,786)	-	(1,761)	(17,453)	-	(17,453)
	655,178	44,758	20,543	720,479	29,113	222,896	35,067	-	1,345	288,421	18,398	1,027,298

Notes to the Financial Report
For the Year Ended 30 June 2019

(b) Plant and Equipment

	Plant machinery and equipment \$'000	Fixtures fittings and furniture \$'000	Computers and telecomm \$'000	Work in progress \$'000	Total plant and equipment \$'000
At fair value 1 July 2018	35,396	14,181	30,685	114	80,376
Accumulated depreciation at 1 July 2018	(17,249)	(11,183)	(25,758)	-	(54,190)
	18,147	2,998	4,927	114	26,186
Movements in fair value					
Additions	8,335	1,129	1,696	751	11,911
Contributions	-	-	-	-	-
Revaluation	-	-	-	-	-
Disposal	(6,982)	-	(46)	-	(7,028)
Write-off	-	-	-	(10)	(10)
Transfers	124	75	59	(72)	186
Impairment losses recognised in operating result	-	-	-	-	-
	1,476	1,204	1,709	669	5,059
Movements in accumulated depreciation					
Depreciation and amortisation	(3,584)	(579)	(2,075)	-	(6,239)
Accumulated depreciation of disposals	5,504	-	45	-	5,549
Impairment losses recognised in operating result	-	-	-	-	-
Transfers	-	-	-	-	-
	1,919	(579)	(2,030)	-	(690)
At fair value 30 June 2019	36,872	15,385	32,394	783	85,435
Accumulated depreciation at 30 June 2019	(15,330)	(11,762)	(27,786)	-	(54,880)
	21,543	3,623	4,607	783	30,556

Notes to the Financial Report
For the Year Ended 30 June 2019

(c) Infrastructure

	Road seal	Road pavement	Footpaths and cycleways	Drainage	Recreational, leisure and community	Kerb and channel	Roads other	Other infrastructure	Work in progress	Total infrastructure
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2018	202,238	575,088	230,140	586,995	158,752	214,786	145,825	86,543	56,180	2,256,527
Accumulated depreciation at 1 July 2018	(95,014)	(242,882)	(117,875)	(168,439)	(57,239)	(120,566)	(62,544)	(53,064)	-	(918,423)
	106,224	332,406	112,265	418,556	101,513	94,220	83,281	33,479	56,180	1,338,104
Movements in fair value										
Additions	9,446	4,109	3,175	436	4,915	3,208	2,589	5,516	26,218	59,612
Contributions	6,854	15,294	7,325	18,942	568	4,464	17,436	279	-	71,162
Revaluation	-	-	34,979	0	-	17,037	30,031	-	-	82,047
Disposal	(5,162)	(1,375)	(3,255)	(1,085)	(1,491)	(812)	(1,218)	-	-	(14,397)
Write-off	-	-	-	-	-	-	-	-	(952)	(952)
Unrecognised assets (valued at WDV)	-	-	36	469	-	13	2,776	-	-	3,294
Transfers	408	105	2,252	7,612	3,753	795	1,458	6,533	(24,210)	(1,295)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-
	11,546	18,132	44,512	26,375	7,745	24,706	53,071	12,328	1,056	199,471
Movements in accumulated depreciation										
Depreciation and amortisation	(7,987)	(7,226)	(5,007)	(6,256)	(6,949)	(3,758)	(5,946)	(5,598)	-	(48,727)
Accumulated depreciation of disposals	3,545	864	2,261	441	1,258	704	698	-	-	9,771
Revaluation	-	-	(24,551)	-	-	(15,397)	(9,450)	-	-	(49,399)
Depreciation adjustment contributed assets	-	-	-	(94)	-	-	-	-	-	(94)
Unrecognised assets (valued at WDV)	-	-	(15)	(105)	-	(1)	(496)	-	-	(616)
Transfers	(10)	-	1	(105)	50	(1)	(54)	14	-	-
	(4,453)	(6,362)	(27,312)	(6,014)	(5,640)	(18,453)	(15,247)	(5,585)	-	(89,065)
At fair value 30 June 2019	213,784	593,220	274,652	613,370	166,497	239,491	198,896	98,871	57,216	2,455,988
Accumulated depreciation at 30 June 2019	(100,467)	(249,044)	(145,187)	(174,453)	(62,879)	(139,019)	(77,791)	(58,649)	-	(1,007,488)
	113,317	344,177	129,466	438,918	103,618	100,472	121,105	40,222	57,216	1,448,510

**Notes to the Financial Report
For the Year Ended 30 June 2019**

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 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.

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 policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit \$'000
Land and Land Improvements		
Land		1
Buildings		
Buildings	50 - 100 years	10
Plant and Equipment		
Heavy Plant and Equipment, Commercial Vehicles	10 years	1
Personal Computers	3 years	1
Computer Equipment	4-5 years	1
Software	4-5 years	1
Light Motor Vehicles	5-7 years	1
Infrastructure		
Road Spray Seal	12 years	1
Road Asphalt Seal	25 years	1
Road Pavement	80 years	1
Drainage	40 - 100 years	1
Kerbs and Channel	60 years	1
Footpaths and Bikepaths	50 years	1
Recreation	7-80 years	1

Land under roads

Council recognises land under roads acquired after 30 June 2008 at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to 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.

Repairs and maintenance

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.

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. At balance date, leasehold improvements are amortised over a 10 year period.

Valuation of land and buildings

Valuation of land and buildings were undertaken by a Stephen Davey of Opteon AAPI CPV Member no 63379. 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.

Notes to the Financial Report
For the Year Ended 30 June 2019

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.

The date of the current valuation is detailed in the following table.

Details of Council's land and buildings and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Non Specialised Land	-	44,758	-	Jan-18
Specialised Land	-	-	655,177	Jan-18
Land under Roads	-	-	20,543	Jan-18
Heritage Buildings	-	-	29,113	Jan-18
Specialised Buildings	-	-	222,896	Jan-18
Non Specialised Buildings	-	35,067	-	Jan-18
Leasehold Improvements	-	-	1,345	Various
Total	-	79,825	929,074	

Valuation of Infrastructure

Valuation of infrastructure assets has been undertaken by the asset management engineers.

The date of the current valuation is detailed in the following table.

The valuation is at fair value based on replacement cost less accumulated depreciation as at the date of valuation.

Details of Council's infrastructure and information about the fair value hierarchy as at 30 June 2019 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Road Pavement	-	-	344,178	Apr-17
Road Seal	-	-	113,319	Apr-17
Road Other	-	-	121,105	Apr-19
Kerb and Channel	-	-	100,472	Apr-19
Footpaths and Cycleways	-	-	129,465	Apr-19
Drainage	-	-	438,916	Apr-18
Total	-	-	1,247,455	

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 \$1.00 and \$4,800 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 \$1,200 to \$2,650 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 2 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 (other than recreation, leisure and open space and other infrastructure, which are measured at cost) 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.

Notes to the Financial Report
For the Year Ended 30 June 2019

	2019	2018
	\$'000	\$'000
Reconciliation of specialised land		
Land under roads	20,543	16,966
Parks and reserves	655,177	626,581
Total specialised land	675,720	643,547

6.2 Investments in associates, joint arrangements and subsidiaries

(a) Investments in associates

Investments in associates accounted for by the equity method are:

Geelong Regional Library Corporation	10,126	10,463
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Geelong Regional Library Corporation

Background

Principal activity is to provide Library Services to member municipalities. Council holds 88.14% (2018 88.11%) 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

10,126	10,463
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Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus/(deficit) at start of year	7,128	7,099
Reported surplus/(deficit) for year	(337)	29
Council's share of accumulated surplus/(deficit) at end of year	6,791	7,128

Movement in carrying value of specific investment

Carrying value of investment at start of year	10,463	10,434
Share of surplus/(deficit) for year	(337)	29
Carrying value of investment at end of year	10,126	10,463

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.

Investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor has, rather than the legal structure of the joint arrangement.

For joint operations, Council recognises its direct right to, and its share of jointly held assets, liabilities, revenues and expenses of joint operations.

Interests in joint ventures are accounted for using the equity method. Under this method, the interests are initially recognised in the consolidated balance sheet at cost and adjusted thereafter to recognise Council's share of the post-acquisition profits or losses and movements in other comprehensive income in profit or loss and other comprehensive income respectively.

Notes to the Financial Report
For the Year Ended 30 June 2019

	2019	2018
	No.	No.
Note 7 People and relationships		
7.1 Council and key management remuneration		
(a) Related Parties		
<i>Parent entity</i>		
City of Greater Geelong		
(b) Key Management Personnel		
Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:		
Councillors		
Cr Bruce Harwood (Mayor 14 November 2017 - 30 June 2019)		
Cr Peter Murihiy (Deputy Mayor 14 November 2017 - 30 June 2019)		
Cr Anthony Aitken (14 November 2017 - 30 June 2019)		
Cr Stephanie Asher (14 November 2017 - 30 June 2019)		
Cr Kylie Grzybek (14 November 2017 - 30 June 2019)		
Cr Eddy Kontelj (14 November 2017 - 30 June 2019)		
Cr Sarah Mansfield (14 November 2017 - 30 June 2019)		
Cr Jim Mason (14 November 2017 - 30 June 2019)		
Cr Pat Murnane (14 November 2017 - 30 June 2019)		
Cr Ron Nelson (14 November 2017 - 30 June 2019)		
Cr Trent Sullivan (14 November 2017 - 30 June 2019)		
Total Number of Councillors	<u>11</u>	<u>11</u>
Total Number of Administrators	<u>-</u>	<u>3</u>
Chief Executive Officer and other Key Management Personnel		
Martin Cutter - CEO		
Linda Quinn - Director Community Life (Resigned 24 May 2019)		
Brett Luxford - Director Economy, Investment & Attraction		
Rebecca Leonard - Director Governance, Strategy & Performance		
Andrew Keen - Executive Manager People and Culture (Resigned 7 September 2018)		
Guy Wilson-Browne - Director City Services		
Peter Anderson - Director Customer & Corporate Services (Resigned 14 January 2019)		
Gareth Smith - Director Planning, Design & Development (Commenced 1 May 2019)		
Michael Dugina - Director Customer & Corporate Services (Commenced 26 November 2018)		
Robyn Stevens - Director Community Life (Commenced 15 April 2019)		
Kaarina Phyland - Executive Manager People & Culture (Commenced 27 May 2019)		
Chief Executive Officer and other Key Management Personnel	<u>11</u>	<u>13</u>
Total Key Management Personnel	<u>22</u>	<u>27</u>

Notes to the Financial Report
For the Year Ended 30 June 2019

(c) Remuneration of Key Management Personnel	2019	2018
Total remuneration of key management personnel was as follows:		
Short-term benefits	2,590	2,497
Long-term benefits	81	52
Post Employment Benefits	167	177
Termination benefits	226	203
Total	<u>3,064</u>	<u>2,929</u>

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

\$10,000 - \$19,999	1	-
\$20,000 - \$29,999	-	12
\$30,000 - \$39,999	10	0
\$50,000 - \$59,999	-	2
\$60,000 - \$69,999	-	1
\$70,000 - \$79,999	1	-
\$100,000 - \$109,999	1	2
\$110,000 - \$119,999	-	1
\$120,000 - \$129,999	-	1
\$160,000 - \$169,999	1	1
\$170,000 - \$179,999	1	-
\$190,000 - \$199,999	-	1
\$200,000 - \$209,999	1	-
\$220,000 - \$229,999	-	1
\$230,000 - \$239,999	-	1
\$240,000 - \$249,999	1	1
\$250,000 - \$259,999	1	-
\$270,000 - \$279,999	1	1
\$280,000 - \$289,999	-	1
\$290,000 - \$299,999	1	-
\$370,000 - \$379,999	-	1
\$430,000 - \$439,999	2	-
	<u>22</u>	<u>27</u>

(d) Senior Officer Remuneration

A Senior Officer is an officer of the City, other than Key Management Personnel, who:

- a) has management responsibilities and reports directly to the Chief Executive; or
- b) whose total annual remuneration exceeds \$148,000

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

Income Range:	2019 No.	2018 No.
\$148,000 - \$149,999	3	1
\$150,000 - \$159,999	8	5
\$160,000 - \$169,999	9	5
\$170,000 - \$179,999	5	12
\$180,000 - \$189,999	8	2
\$190,000 - \$199,999	2	2
\$200,000 - \$209,999	3	1
\$220,000 - \$229,999	1	0
\$230,000 - \$239,999	1	1
\$260,000 - \$269,999	-	1
\$270,000 - \$279,999	-	1
	<u>40</u>	<u>31</u>

Total Remuneration for the reporting year for Senior Officers included above, amounted to

6,987 5,582

**Notes to the Financial Report
For the Year Ended 30 June 2019**

7.2 Related party disclosure

(a) Transactions with related parties

Contributions are paid by the City of Greater Geelong to the Geelong Regional Library Corporation.
Please refer to details in Note 6.2

Ocean Grove Surf Life Saving Club received a community grant for \$75k in 2018-19. Cr Asher was the Vice President of the club during the year and resigned from the position in January 2019.

(b) Outstanding balances with related parties

There are shared services paid by the City of Greater Geelong on behalf of the library, which are subsequently reimbursed. The outstanding balance as at 30th June 2019 is \$588k receivable from the Geelong Regional Library Corporation.

(c) Loans to/from related parties

There are no loans in existence with related parties

(d) Commitments to/from related parties

There are no commitments in existence with related parties.

**Notes to the Financial Report
For the Year Ended 30 June 2019**

Note 8 Managing uncertainties

8.1 Contingent assets and liabilities

(a) Contingent 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 Council issuing a Statement of Compliance.

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

Operating lease receivables

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 follows:

	2019	2018
	\$'000	\$'000
Not later than one year	1,752	1,929
Later than one year and not later than five years	4,195	3,383
Later than five years	3,593	3,389
	9,540	8,700

(b) Contingent liabilities

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

(c) Building Cladding

Council has issued one building permit to a medium risk building (office building not residential accommodation) and the exposure for Council has not been quantified at this stage.

8.2 Change in accounting standards

The following new AAS's have been issued that are not mandatory for the 30 June 2019 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 contract with customers (AASB 15) (applies 2019/20 for LG sector)

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. Council expect there to be some revenue recognition impact but do not believe it will be material.

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 elected to adopt the modified retrospective approach to the transition to the new lease standard. This will mean that only existing operating leases for non low value assets, with remaining terms greater than 12 months, will be recognised on transition (1 July 2019). Council acknowledges that there will be an impact using the modified retrospective method but it has not been quantified.

Notes to the Financial Report For the Year Ended 30 June 2019

Income of Not-for-Profit Entities (AASB 1058) (applies 2019-20)

This standard is expected to apply to certain transactions currently accounted for under AASB 1004 Contributions and establishes revenue recognition principles for transactions where the consideration to acquire an asset is significantly less than fair value to enable a not-for-profit entity to further its objectives. Council expects that there may be some revenue recognition impact but has not quantified this impact.

8.3 Financial Instruments

(a) Objectives and policies

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 the Notes 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 council financial instruments will fluctuate because of changes in market prices. Council's exposure 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. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council 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 rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 1989*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in 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 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 Council to make a financial loss. Council has exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

- council has a policy for establishing credit limits for the entities Council deals with;
- council may require collateral where appropriate; and
- council only invest surplus funds with financial institutions which have a recognised credit rating specified in council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with 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.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when Council provides a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

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.

Notes to the Financial Report
For the Year Ended 30 June 2019

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or 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.

Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), 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 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) 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 1.0%.

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

8.4 Fair value measurement

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.

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.

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 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, 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 of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 2 to 7 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.

Notes to the Financial Report
For the Year Ended 30 June 2019

Impairment of assets

At each reporting date, 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 of disposal 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.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Note 9 Other matters

9.1 Reserves	Balance at beginning of reporting period \$'000	Increment (decrement) \$'000	Balance at end of reporting period \$'000
(a) Asset revaluation reserves			
2019			
Property			
Land & Buildings	603,134	-	603,134
	<u>603,134</u>	<u>-</u>	<u>603,134</u>
Infrastructure			
Roads	188,940	20,581	209,521
Footpaths and cycleways	22,925	10,428	33,353
Drainage	175,546	-	175,546
	<u>387,411</u>	<u>31,009</u>	<u>418,420</u>
Total asset revaluation reserves	<u>990,545</u>	<u>31,009</u>	<u>1,021,554</u>
2018			
Property			
Land & Buildings	542,937	60,197	603,134
	<u>542,937</u>	<u>60,197</u>	<u>603,134</u>
Infrastructure			
Roads	188,940	-	188,940
Footpaths and cycleways	22,925	-	22,925
Drainage	94,240	81,306	175,546
	<u>306,105</u>	<u>81,306</u>	<u>387,411</u>
Total asset revaluation reserves	<u>849,042</u>	<u>141,503</u>	<u>990,545</u>

The asset revaluation reserve is used to record the movement in fair value of Council's assets over time.

Notes to the Financial Report
For the Year Ended 30 June 2019

	Balance at beginning of reporting period \$'000	Transfer from accumulated surplus \$'000	Transfer to accumulated surplus \$'000	Balance at end of reporting period \$'000
(b) Other reserves				
2019				
Car Parking Reserve	200	-	-	200
Public Open Space Reserve	1,512	1,409	1,955	966
Main Drainage Reserve	-	212	212	-
Deferred Works Reserve	47,300	23,571	47,300	23,571
Asset Development Reserve	142	-	214	(72)
Asset Redevelopment Reserve	344	-	63	281
DCP Reserve - Jetty Road Stage 1	1,161	475	610	1,026
DCP Reserve - Armstrong Creek East Precinct	379	658	4,527	(3,490)
DCP Reserve - Armstrong Creek West Precinct	432	1,444	57	1,819
DCP Reserve - Armstrong Creek HBP	(512)	258	9,276	(9,530)
DCP Reserve - Armstrong Creek Town Centre	(4,349)	-	(2,141)	(2,208)
DCP Reserve - Armstrong Creek South Precinct	-	-	11	(11)
DCP Reserve - Ocean Grove Growth Area	1,198	197	-	1,395
DCP Reserve - Lara West	78	37	225	(110)
Armstrong Creek Public Open Space	2,356	44	957	1,443
S173 - Lonsdale Golf Club	23	34	-	57
Water Quality Levy	1,618	425	7	2,036
Jetty Road Public Open Space	447	(125)	-	322
S173 - St Leonard's Growth Area 1	-	1,177	-	1,177
S173 - Wandana Heights Estate	-	74	-	74
S173 - Clifton Springs DP023	-	37	-	37
S173 - Fyansford DP016	-	-	-	-
Total Other reserves	52,329	29,927	63,273	18,983
2018				
Car Parking Reserve	200	-	-	200
Public Open Space Reserve	485	1,744	717	1,512
Main Drainage Reserve	-	161	161	-
Deferred Works Reserve	82,350	47,300	82,350	47,300
Asset Development Reserve	176	-	34	142
Asset Redevelopment Reserve	434	-	90	344
DCP Reserve - Jetty Road Stage 1	1,322	706	867	1,161
DCP Reserve - Armstrong Creek East Precinct	4,796	1,444	5,861	379
DCP Reserve - Armstrong Creek West Precinct	1,115	242	925	432
DCP Reserve - Armstrong Creek HBP	103	300	915	(512)
DCP Reserve - Armstrong Creek Town Centre	(1,448)	-	2,901	(4,349)
DCP Reserve - Ocean Grove Growth Area	997	201	-	1,198
DCP Reserve - Lara West	2	88	12	78
Armstrong Creek Public Open Space	888	1,468	-	2,356
S173 - Lonsdale Golf Club	23	-	-	23
Water Quality Levy	1,512	640	534	1,618
Jetty Road Public Open Space	-	447	-	447
Total Other reserves	92,955	54,741	95,368	52,329

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).

Notes to the Financial Report
For the Year Ended 30 June 2019

	2019	2018
	\$'000	\$'000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	125,284	76,040
Depreciation/amortisation	65,951	58,638
Profit/(loss) on disposal of property, infrastructure, plant and equipment	2,005	1,990
Other Non Cash Items	(2,781)	2,496
Contributions - Non-monetary assets	(85,905)	(58,117)
Other	337	(29)
Capital	(3,275)	4,753
Finance Costs	1,901	1,902
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	(5,830)	(880)
(Increase)/decrease in prepayments	(872)	331
Increase/(decrease) in refunds and deposits		-
Increase/(decrease) in trade and other payables	310	7,679
(Decrease)/increase in other liabilities	785	2,452
(Increase)/decrease in inventories	(26)	(19)
Increase/(decrease) in provisions	3,543	4,642
Net cash provided by/(used in) operating activities	101,428	101,877

9.3 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 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 2019, 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 with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB119,

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. For the year ended 30 June 2019, this rate was 9.50% of members' salaries (9.5% in 2017/2018)

As at 30 June 2018, an interim actuarial investigation was held as the Funds provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 106%. The financial assumptions used to calculate the VBI's were:

Net investment returns 6.0% pa
Salary information 3.5% pa
Price inflation (CPI) 2.0% pa.

Vision Super has advised that the actual VBI at 30 June 2019 was 107.1%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2018 interim 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.

**Notes to the Financial Report
For the Year Ended 30 June 2019**

Employer Contributions

Regular Contributions

On the basis of the results of the 2018 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund's Defined Benefit category rates determined by the Fund's Trustee. For the year ended 30 June 2019, this rate was 9.5% of members' salaries (9.5% in 2017-18). This rate will increase in line with any increase in SG contribution rate.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

Funding Calls

If the defined Benefit category is in an unsatisfactory financial position at an 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 purpose 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 requirement, 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-1 July 1993 and post-30 June 1993 service liabilities of the Fund's Defined Benefit category, together with the 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 that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will 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.

The 2018 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2018 and a full actuarial investigation was conducted as at 30 June 2017.

The Fund's actuarial investigations identified the following for the Defined Benefit category of which Council is a contributing employer:

	2018	2017
	\$m	\$m
A VBI Surplus	\$131.9	\$69.8
A total service liability surplus	\$218.3	\$193.5
A discounted accrued benefits surplus	\$249.1	\$228.8

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 2018.

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 as at 30 June 2018.

The discounted accrued benefit surplus means that the current value of the assets in the Fund's Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2018.

Council was notified of the 30 June 2018 VBI during August 2018 (2017: August 2017).

The 2019 interim actuarial investigation

An interim actuarial investigation is being conducted for the Fund's position as at 30 June 2019 as the Fund provides lifetime pensions in the Defined Benefit category. It is anticipated that this actuarial investigation will be completed by October 2019.

Notes to the Financial Report
For the Year Ended 30 June 2019

9.4 Correction of a prior period error

Council has identified one prior period error. This is explained below. Council has adjusted comparative numbers for the error and restate each of the affected financial statements for the 2018 financial year, as shown in the tables below.

Recognition of non-monetary contributions

During the 2018-19 financial year, Council recognised non-monetary contributions for infrastructure assets that related to the 2017-18 financial year. This error understated non-monetary contribution income for the year ended 30 June 2018 by \$11m. The error also understated property, infrastructure, plant and equipment and accumulated surplus as at 30 June 2018 by \$11m.

Impact of correction of error on the Comprehensive Income Statement

	2019 \$'000	2018 \$'000 (restated)	2018 \$'000 as previously presented
Contributions - non-monetary	85,905	57,687	46,687
Total Income	488,462	432,259	421,259
Surplus/(deficit) for the year	125,284	76,040	65,040
Total Comprehensive result	156,293	217,543	206,543

Impact of correction of error on the Balance Sheet

	2019 \$'000	2018 \$'000 (restated)	2018 \$'000 as previously presented
Non-current assets			
Property, infrastructure, plant and equipment	2,506,363	2,340,343	2,329,343
Total non-current assets	2,523,152	2,354,119	2,343,119
Total Assets	2,649,671	2,471,479	2,460,479
Net Assets	2,492,118	2,335,825	2,324,825
Equity			
Accumulated Surplus	1,451,581	1,292,951	1,281,951
Total Equity	2,492,118	2,335,825	2,324,825

Impact of correction of error on the Statement of Changes in Equity

	2019 \$'000	2018 \$'000 (restated)	2018 \$'000 as previously presented
Balance at beginning of financial year	2,335,825	2,118,282	2,118,282
Surplus/(deficit) for the year	125,284	76,040	65,040
Net asset revaluation increment/(decrement)	31,009	141,503	141,503
Transfers to other reserves	-	-	-
Transfers from other reserves	-	-	-
Balance at end of Financial year	2,492,118	2,335,825	2,324,825

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Electronic copies are also available on our website.

This document contains important information about the City.

If you do not understand the content or would like further information, please contact us via:

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