

MINUTES

ORDINARY MEETING OF COUNCIL

TUESDAY, 29 OCTOBER 2019

7.00PM

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

COUNCIL:

**Cr S Asher (Bellarine Ward)
Mayor**

**Cr J Mason (Bellarine Ward)
Cr T Sullivan (Bellarine Ward)
Cr E Kontelj (Brownbill Ward)
Cr S Mansfield (Brownbill Ward)
Cr P Murrihy (Brownbill Ward)
Cr B Harwood (Kardinia Ward)
Cr P Murnane (Kardinia Ward)
Cr R Nelson (Kardinia Ward)
Cr A Aitken (Windermere Ward)
Cr K Grzybek (Windermere Ward)**

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**MINUTES OF THE ORDINARY MEETING
OF THE GREATER GEELONG CITY COUNCIL
HELD AT THE COUNCIL CONFERENCE AND RECEPTION CENTRE
CITY HALL, LITTLE MALOP STREET, GEELONG
TUESDAY, 29 OCTOBER 2019
COMMENCING AT 7.00 PM**

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

Also present: M Cutter (Chief Executive Officer), B Luxford (Director Planning, Design and Development), G Smith (Director Planning, Design and Development), G Wilson-Browne (Director City Services), M Dugina (Director Customer and Corporate Services), R Stevens (Director Community Life), R Leonard (Director Governance, Strategy and Performance), K Phyland (Executive Manager People & Culture)

OPENING: The Mayor declared the meeting open at 7.00pm

ACKNOWLEDGEMENT:

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

APOLOGIES: Cr E Kontelj

CONFIRMATION OF MINUTES:

Cr Mason moved, Cr Grzybek seconded -

That the Minutes of the Ordinary Meeting held on 24 September 2019 be confirmed.

Carried.

Cr Sullivan moved, Cr Aitken seconded –

That the Minutes of the Special Meeting held on 9 October 2019 be confirmed.

Carried.

Cr Mansfield moved, Cr Murrihy seconded –

That the Minutes of the Special Meeting held on 15 October 2019 be confirmed.

Carried.

DECLARATIONS OF CONFLICTS OF INTEREST: Nil.

PUBLIC QUESTION AND SUBMISSION TIME:

Questions relating to Climate Emergency were submitted/received from the following: Sanja Van Huet; Maree Fagan; Georgia Moore; Erica Hunt and Ronald Fletcher.

The Mayor provided the following response:

This Council debated and decided the issue of climate emergency in the chamber on 24 September 2019. We have heard further questions about our decision and about declaring a climate emergency at our last meeting, and again tonight we have more of the same questions.

The Council has voted to develop a Sustainability Framework which will be presented to the Council for consideration in February next year.

In line with our public question and submission time policy, I will not entertain repetitive questions on a topic that has been answered and therefore will not be providing a response.

Question submitted prior to the meeting by Samantha Robinson will responded to in writing.

Luke Anderson addressed Council as follows:

The Community Leadership group were very impressed by the presentation given by Simone Boer regarding the Community Plan. A Clever and Creative Future. The vision in that document was very exciting given the growth in population and diversity facing Geelong and the significant changes in the economic landscape over the last few years. With this in mind we are very interested in opportunities for innovation in the business environment, namely support for start-ups, and support for more targeted approaches to business development in disadvantaged area.

- 1) Are there any (or plans for) incentives for businesses to target specific areas of need and high unemployment, e.g. Norlane?

The Mayor responded that Council is leading the Regional Industry Sector Employment Program (RISE) which is a collaboration between local government and industry and is a solution to the construction industry skill shortage. RISE designed to connect people and the industry via training and recruitment, mentoring and support. The RISE program is open to all but targets specific areas of known high unemployment in the North and East of Geelong. It is well known and understood that there are a range of challenges required to be addressed to reduce the levels of high unemployment and the availability of jobs being just one of these. Council also leads Opportunity East. Opportunity East, supported through the Whittington Works Alliance, is a partnership that develops flexible, long-term training and employment solutions for residents in eastern Geelong and the northern Bellarine.

- 2) What range of support does Greater Geelong provide or leverage for start-ups, social enterprises and innovative business?

The Mayor added Council provides a range of support programs and services for start-ups and innovative businesses including:

- a) *Runway, a business accelerator program located at Federal Mills, supporting 15 start-ups over a three year period.*

- b) *Cleantech Innovations Geelong which is a business and industry support program with a vision is to establish Geelong as a Centre of Excellence for clean technologies in Australia, by attracting investment, creating jobs and building skills.*
- c) *The Better Approvals Process which supports small business by streamlining the permit and licence approvals through a single point of contact for businesses into Council and delivering a faster and better communicated experience.*

Azadeh Doosti asked:

- 1) What plans directly, or advocacy is Council involved in with the State Government to increase affordable housing and public housing stock in the Geelong region?

The Mayor responded Council has been funded by the State Government to develop a Social Housing Plan. This plan highlights the emerging need over the next twenty years at least and the Plan is scheduled for a Council briefing in November. Once Council has reviewed the plan, it will then be scheduled for a four week consultation process whereby all residents can have their say on the Plan prior to final adoption.

- 2) What plans are in place to manage traffic and congestion particularly in congestion “hot spots”?

The City has commenced the Growth Areas Transport Infrastructure Strategy which is a whole of transport network assessment for the municipality. It considers future growth and the performance of the Network applying current traffic volumes and applying future scenarios. The strategy assesses all modes of transport – vehicles – car and freight, public transport, active transport – cycle and walking. The strategy will test interventions and identify strategic actions and solutions to mitigate issues. Many solutions are likely to sit at State and Federal level for intervention.

- 3) What plans are in place to ensure that there are adequate public open space for community use, particularly in new development in the Geelong region?

The Greater Geelong Planning Scheme provides that new subdivisions contribute 10% of the land area or an equivalent cash contribution towards public open space. The City aims to deliver local parks within a 400m walking distance and sporting reserves within 1km of homes in new residential subdivisions. The City is currently preparing an open space network report to provide clear direction on the appropriate provision of public open space in new developments, as well as reviewing and identifying improvements to the open space network within established areas of Geelong. These provision standards will inform the Social Infrastructure Plan, which will guide the City’s planning for social infrastructure and which will be presented to Council in November 2019.

- 4) And finally, how can the community be involved in this issue alongside Council?

Community engagement is an important part of our projects and we include consultation in our significant projects and strategy development such as reference groups, online surveys and feedback and/or hold community forums. These are publicised through the City’s website and social media.

Ali Shaterzadeh asked the following:

The Pako Festa is a significant festival in Geelong showcasing Geelong's multicultural communities. Whilst being a fantastic community event, its but once a year. The Multicultural Action Plan 2018-2022 aims to increase our multicultural community's participation and highlight the benefits of diversity and social inclusion. This will be done through co-ordinating and promoting a range of events throughout the year.

- 1) What other ways are you planning to promote a deeper level of intercultural exchange and connection between the diverse cultural communities in Greater Geelong – and how will you involve the community in these plans?

The Mayor responded Council has a specific community advisory committee called MAPAC – Multi-Cultural Action Plan Advisory Committee, that is made up of representatives of different agencies and cultures. This Advisory Committee's work is directly linked to the adopted plan called MAPAC. There are various ways in which Council wishes to connect with diverse cultural communities in Greater Geelong including:

- The development of a number of events that raise awareness of specific cultural groups such as Refugee Diversity Week.*
- Developing a tour of Council services for people who have recently arrived to Geelong; and*
- Working with our communications team to provide positive portrayal of members from culturally diverse communities.*

Sally Nicholas commented on the need for the Lara Pool to provide extended hours so local residents are able to use this community pool.

Ms Nicholas also questioned why Council is charging \$2 for parents to enter the pool area at the Lara Pool, yet there is no charge at Waterworld or Leisurelink?

Robyn Stevens, Director Community Services, took the questions on notice for a written response.

PETITIONS:

Cr Grzybek presented a petition from residents of St Laurence Retirement Village, Lara in relation to the intersection at Willow Drive and Station Lake Road, Lara.

Peter King on behalf of the Mount Duneed Working Group presented a petition/submission containing signatures of more than 75% of the Mount Duneed and Lower Armstrong Creek residents which are affected by the DELWP Surf Coast Declared Area extension into the adjoining City of Greater Geelong precincts without any appropriate consultation.

1. ANNUAL REPORT 2018–19

Source: Governance, Strategy & Performance – Strategy,
Engagement & Performance
Director: Rebecca Leonard
Portfolio: Strategy and Communications

Purpose

1. To have Council consider and note *The City of Greater Geelong Annual Report 2018–19* (Annual Report) and Summary Annual Report and actions as required by the *Local Government Act 1989* (Act).

Background

2. The Annual Report provides a comprehensive account of the City's performance from 1 July 2018 to 30 June 2019 against the *Council Plan 2018–22* and the *Budget 2018–19*.
3. The Annual Report must comply with the Act and include a report of operations, a performance statement and financial statements.

Key Matters

4. The City has developed the Annual Report (**Attachment 2**) and a Summary Annual Report (**Attachment 3**).
5. The Annual Report was submitted to the Minister for Local Government (the Minister) on 30 September 2019.
6. Public notice that the Annual Report has been prepared and can be inspected at the City's office and on the City's website was given on 4 October 2019.
7. Council must consider and discuss the Annual Report at an open meeting of Council within one month after submitting the Annual Report to the Minister.

Cr Harwood moved, Cr Murnane seconded -

8. **That Council consider and note the Annual Report (Attachment 2) and Summary Annual Report (Attachment 3).**

Carried.

Attachment 1

Financial Implications

1. There are no financial implications arising from the subject of this report.

Community Engagement

2. The Annual Report has been prepared in close consultation with the Executive Leadership Team, Managers, Coordinators and Officers from across the organisation. Public notice regarding the council meeting and availability of the Annual Report from council's website and customer service centres, was provided to our community via City News in the Geelong Indy and the Geelong Advertiser and in our *Community Update*.

Social Equity Considerations

3. The Annual Report provides information to the community on how the resources of the City have been allocated between the social, environment and economic needs of the community.

Policy/Legal/Statutory Implications

4. Section 131 of the Act requires that the Annual Report be submitted to the Minister within three months of the end of the financial year.

Section 134 of the Act in combination with Regulation 22 of the Local Government (Planning and Reporting) Regulations 2014 requires that Council must consider and discuss the Annual Report at an open meeting of Council within one month after submitting the Annual Report to the Minister.

Section 134 of the Act requires public notice be given that the Annual Report is to be discussed at Council Meeting at least 14 days beforehand.

Section 133 of the Act requires that after submission to the Minister, public notice be given that the Annual Report has been prepared and can be inspected at the council office and website.

Alignment to Council Plan

5. *Council Plan 2018–22* is the guiding document for the Annual Report. The Annual Report provides an update on the achievements under the 11 strategic directions within the council plan.

Conflict of Interest

6. There have been no direct or indirect interests declared.

Risk Assessment

7. There are no identified risks arising from this report.

Environmental Implications

8. Minimal copies of the Annual Report and Summary Annual Report will be printed in-house. In addition, a minimal number of the Summary Annual Report will be commercially printed. The Annual Report and Summary Annual Report will be made available to our community online and at our customer services centres.

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.



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.



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



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.



CR BRUCE HARWOOD –
MAYOR



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 

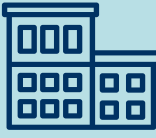
people assisted through in-home modifications and maintenance services

2,432 

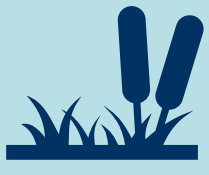
people engaged through live streaming of in-chamber Council meetings

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

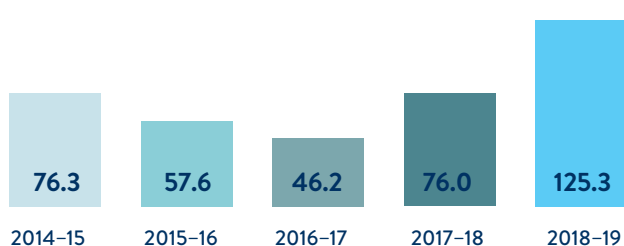


FIGURE 1: Net result for 2014–15 to 2018–19 (\$m)

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.

TOTAL COMPREHENSIVE RESULTS

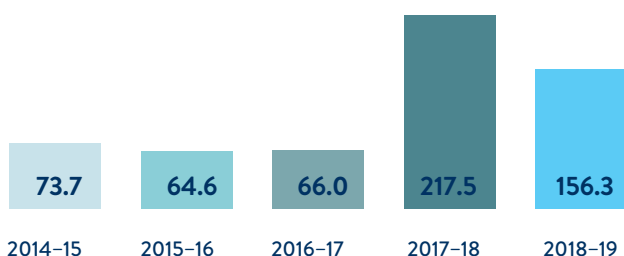


FIGURE 2: Total comprehensive results for 2014–15 to 2018–19 (\$m)

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.

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

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

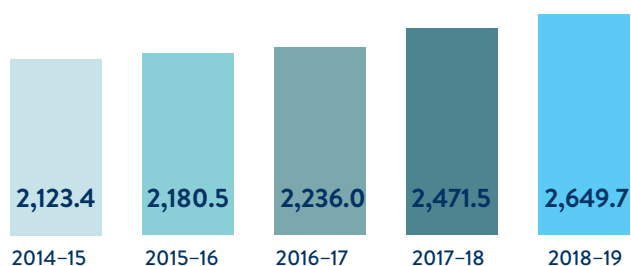


FIGURE 3: Total assets 2014-15 to 2018-19 (\$m)

INVESTMENTS

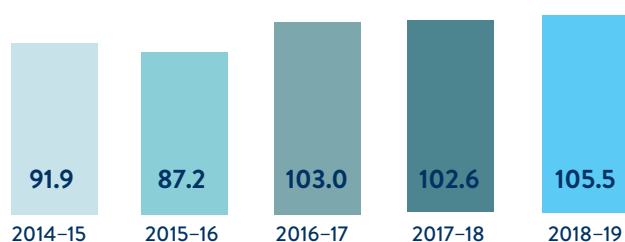


FIGURE 4: Investments 2014-15 to 2018-19 (\$m)

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).

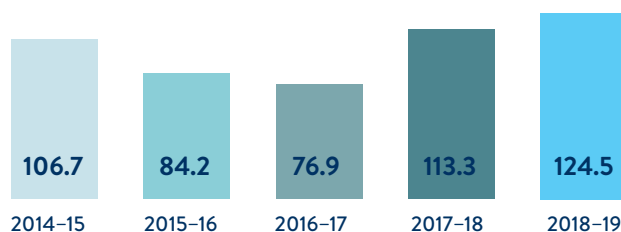


FIGURE 5: Capital works expenditure 2014-15 to 2018-19 (\$m)

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.

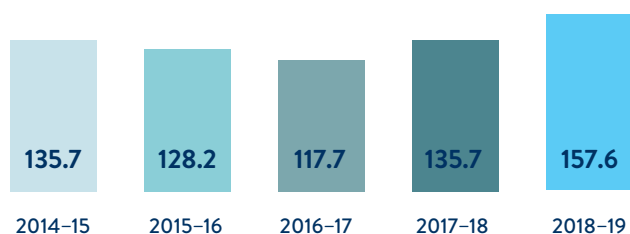


FIGURE 6: Total liabilities 2014–15 to 2018–19 (\$m)

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.

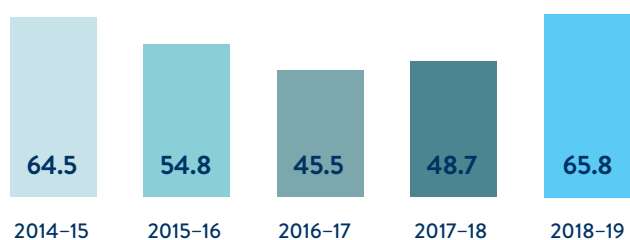


FIGURE 7: Loans from 2014–15 to 2018–19 (\$m)

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.

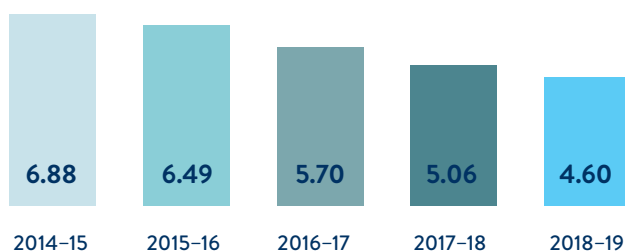


FIGURE 8: Debt commitment percentage 2014–15 to 2018–19 (%)

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.

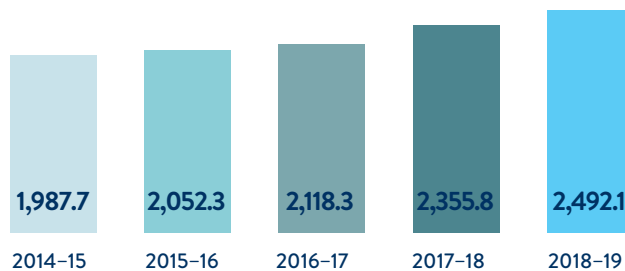


FIGURE 9: Ratepayer equity 2014–15 to 2018–19 (\$m)

OUR COUNCIL

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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 Somayurek, 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

The background of the page is composed of several geometric shapes. A large, light blue triangle occupies the top right portion. A medium-sized teal triangle is positioned in the bottom left. A smaller, light blue triangle is located in the bottom right. These triangles are separated by white lines, creating a modern, abstract design.

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.

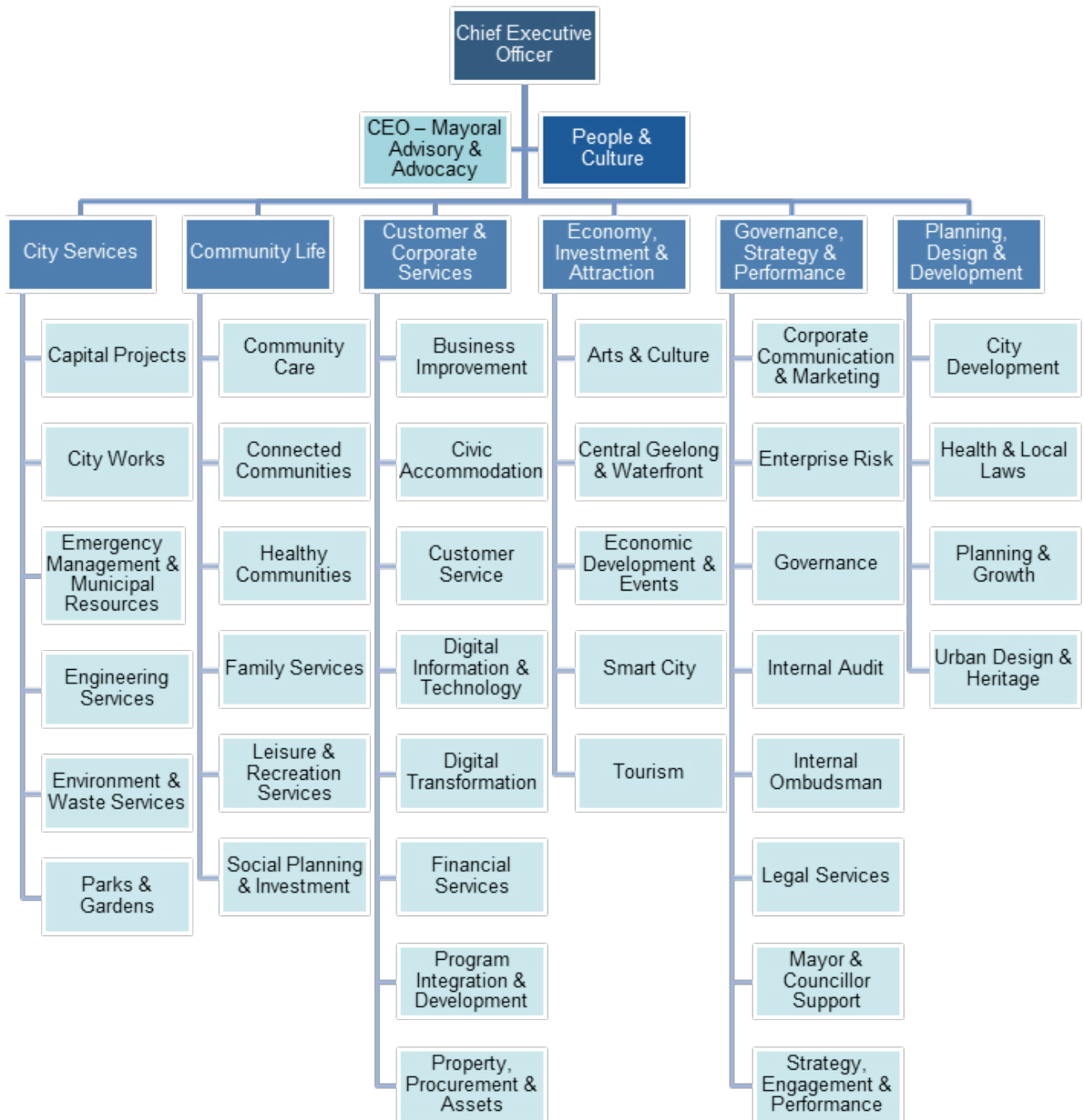


FIGURE 12: Our organisational structure as at 30 June 2019

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

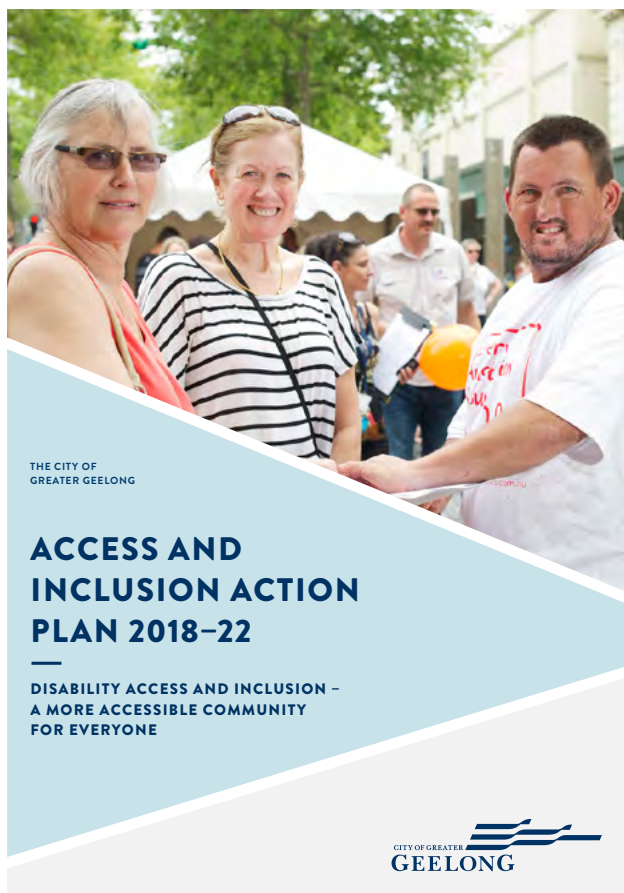
³ Excludes casual employees

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'.

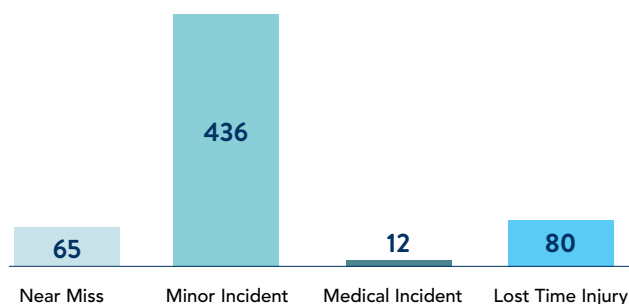


FIGURE 13: Incident reporting at the City (2018–19)

OUR PERFORMANCE

The background features a minimalist geometric design. A large, light blue triangle occupies the upper right portion of the frame. In the lower left, there are two overlapping triangles: a medium teal one on top and a lighter blue one below it. All triangles are separated by thin white lines, creating a clean, modern aesthetic.

HOW WE PLAN

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

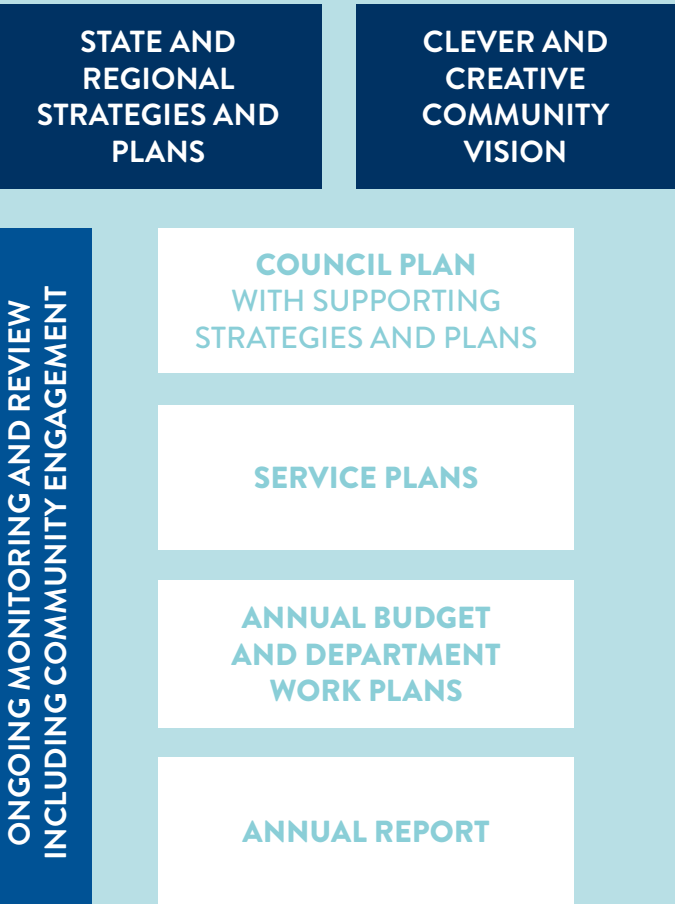


FIGURE 14: Our planning framework

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	– 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	– 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	– Council endorsed the <i>Multicultural Action Plan 2018–2022</i>. – Council endorsed the <i>Access and Inclusion Plan 2018–22</i>.
Planned sustainable development	– 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	– 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	– 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	– 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 Waurin Ponds (via Belmont).
A thriving and sustainable economy	– 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	– 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	– 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	– 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.		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. 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.	■
Promoting healthy eating and supporting active living.		Council endorsed the <i>Municipal Public Health and Wellbeing Plan 2018-2021</i> in October 2018. We continued to reduce sugar-sweetened beverages at City-owned and operated leisure centres. We also continued our work with G21 to promote healthier eating and active living.	■
	<i>Consult with the community to create more health and fitness options.</i>	We started rolling out virtual fitness classes across our Swim Sport and Leisure centres to give members more flexible exercise options. We consulted with our Webstars Swim School members and introduced a new year-round lesson format in response to their feedback. We offered over 20 health workshops to educate Swim Sport and Leisure members about healthy lifestyle habits.	✓
Creating healthy environments in children's settings.		We actively monitored and promoted immunisation for all children using our early childhood services. We promoted healthy eating in all children settings, supporting and encouraging families. We implemented the safe sleeping guidelines in our children's settings.	■
Working towards having the safest roads in Victoria.		We started our review of the <i>Geelong Road Safety Strategy</i>. The community engagement is due to occur later in 2019. 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.	■

■ 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: • 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.		We estimate that 114 open space planning referrals were processed during the 2018–19 financial year. We installed new play equipment, seating and trees at 11 playgrounds across the municipality. We started constructing two new playgrounds in Ocean Grove (Kingston Park) and St Leonards (Sandbar Street Reserve). We also started designing an inclusive play space at Rippleside Park in Rippleside.	■
Supporting the growth of localised and regional sporting facilities.	<i>Provide new sports and leisure facilities, and upgrade existing ones.</i>	We delivered a new community pavilion in the Armstrong Creek East Precinct and the Stead Park Softball and Baseball Pavilion in Corio. We upgraded the kitchen at Bell Post Hill Sports Club (Myers Reserve). 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. 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.	■
Advocating and planning for a range of social and affordable housing options.		We are currently developing a social housing policy. This will complement our existing planning policies, which encourage housing diversity in established and greenfield areas.	■
Maintaining our public open space.	<i>Provide more accessible public urban space.</i>	We have commenced the design and delivery of an inclusive play space at Rippleside Park in Rippleside. 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. Council endorsed the <i>Fenced Dog Parks Siting, Design and Management Guidelines</i>.	■

■ 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: • 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
Advocating for, and helping to achieve, the priorities set by local Aboriginal people.	<i>Renew the Karreenga Aboriginal Action Plan.</i>	We have reviewed the <i>Karreenga Aboriginal Action Plan</i> and engaged with the community about its proposed replacement – our first reconciliation action plan. The plan should be completed by 2020.	◆
Improving our engagement with our culturally diverse population.	<i>Renew the Multicultural Action Plan.</i>	Our new <i>Multicultural Action Plan 2018–2022</i> was endorsed by Council in October 2018 and launched in February 2019.	✓
Supporting activities that improve social connections in our community.	<i>Create a framework to support social and charitable groups.</i>	We allocated \$1.47 million in grant funding to a range of community groups and organisations in 2018–19 through our Community Investment Support Fund. Over 100 people registered to attend our grant writing sessions and information workshops. We continued to support neighbourhood houses, the CAOS (Change Agents of Sustainability) network and our community information signs program.	✓
		We facilitated and delivered several projects to foster social connections during the 2018–19 financial year, including: • Road Safety Project in Apollo Place, Whittington • Story Cube Project with Nelson Park • School Bike Education Challenge with North Geelong Secondary College • capacity-building with neighbourhood houses • the Geelong Seniors Festival. We also engaged with almost 24,000 young people through groups (600), drop-in programs (322) and events (60).	■
Promoting gender equity and diversity in our sporting and leisure facilities, and programs.		To support female participation in sport, unisex amenities are now required in all newly-built facilities. In 2018–19, we upgraded facilities in Belmont (Winter Reserve) and Lara (Lara United Football Club) and developed plans for the West Oval Pavilion (North Geelong), South Barwon and Bell Park recreation reserves. Funding has also been announced for new unisex change rooms in Grovedale (Barwon Soccer Club) and Thomson (St Albans Football, Netball and Cricket Club).	■

■ 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.		The Whittington Works employment project, funded by Jobs Victoria, continued to support job-seekers in 2018–19, in partnership with Bethany Community Support. Eighty-six per cent of graduates from the Women of Whittington Workwise Women's program have gone on to further study or employment. A Certificate II Horticulture program in partnership with Encompass will commence in July 2019. 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.	■
		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).	■
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>	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.	✓
		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.	■

■ 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.		We were involved with projects in the following locations in 2018–19: • 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. We also added to the Veterans of the Boer War collection through a partnership between the Lara RSL and the National Wool Museum.	■
Further developing programs that support older people and young people in our community.	<i>Renew the Municipal Early Years Plan.</i>	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.	✓
		We have started stakeholder and community engagement for a positive ageing strategy and will recruit a consultant to develop it in July–August 2019.	■
Advocating for inclusive, multicultural activities and respect for cultural diversity.		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. We also endorsed a joint statement against changes to the Status Resolution Services for people seeking asylum.	■

■ 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 Waurin 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: - 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.		We targeted rabbits in seven reserves that were significantly impacted by their presence. 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 Portarlington (Portarlington Flora and Fauna Reserve).	■
	<i>Protect and rehabilitate our beaches, waterways and conservation reserves.</i>	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).	■

■ 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: • 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.		We continued to develop a number of <i>Public Art Strategy</i> projects in 2018–19, including: - 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. 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.	■
Recognising and sharing our heritage through storytelling.		Storytelling projects we worked on in 2018–19 include: - 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.		We featured photographs of 40 Aboriginal women on prominent City-owned buildings, to celebrate their contributions to our community, during NAIDOC Week in 2018. 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. Other significant projects included: - 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: - 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.		The Geelong Regional Library Corporation delivered a range of services and events including: - 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>	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. 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.	
	<i>Commence Osborne House remediation.</i>	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. 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. 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.	
	<i>Put heritage and conservation plans in place for significant infrastructure.</i>	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).	

 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.		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: • 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>	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: • 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.		We were involved with the following in 2018–19: • 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.			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. 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. 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.	■
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.			We supported the following programs for small business in 2018–19: • 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. 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.	■
<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.	Complete preliminary work for the establishment of the Mineral Springs Spa.	We completed bore testing, geotechnical engineering, and archaeological and environmental surveys of the proposed site.	✓
	Continue to attract cruise ships.	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.	■
	Support the Geelong Waterfront Safe Harbour Precinct Project.	We continued to work closely with the Royal Geelong Yacht Club and state government agencies on planning and design.	■
	Help to upgrade visitor facilities, experiences and accommodation.	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.	■
	Commence construction of an artificial reef and underwater sculpture park.	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.	Continue to support high-quality events across the region.	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.		We worked with stakeholders in the region to support the tech, start-up and entrepreneurial sector by: • 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.		Progress in our Asset Management Transformation Project in 2018–19 included: • 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. All the above work will be completed by February 2020.	■
Consolidating the City of Greater Geelong offices.	<i>Plan for consolidating Council offices.</i>	Progress in 2018–19 included: • 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.		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.	■
Continuing to transform our workplace culture.	<i>Implement the actions in the annual employee opinion survey.</i>	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.	✓
Using data and analytics to make better decisions.		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.	◆

■ 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.		Actions we undertook in 2018–19 include: • 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. 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.	
Increasing state and federal funding for the region.		We have applied for relevant funding throughout the year and had success in gaining funding for various road projects. Other funding announcements included: • \$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.		We continued to roll-out our new brand, which incorporates both our visual look and written voice. Other notable activities included: • 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.		We developed a stakeholder group to support our UNESCO City of Design designation and delivered the Geelong element of Melbourne Design Week. We will continue to bring together key regional stakeholders, via our Vision Partner Group. Membership of the group has been reviewed and expanded in 2019.	

 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>	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. We also produced the following: • <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 image features a minimalist design with a light blue background. A prominent white diagonal line runs from the top-left towards the bottom-right. Below this line, there are two overlapping triangular shapes: a larger teal triangle on the left and a smaller, lighter blue triangle on the right, both pointing towards the bottom-right corner.

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 Murrihy (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: • 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 Murrihy	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: - 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	- 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	- 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	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	Supported the following events: - 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 Curlew 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 (\$)	COUNCIL'S 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

The background of the page is composed of several geometric shapes. A large, light blue triangle occupies the top right portion. A darker teal triangle is positioned in the bottom left. A white diagonal line runs from the top left towards the bottom right, separating the light blue area from the teal one. Another white diagonal line runs from the bottom left towards the top right, creating a smaller, lighter blue triangular area in the bottom right corner.

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: • 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 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	FORECASTS			MATERIAL VARIATIONS AND COMMENTS
Efficiency						2020	2021	2022	2023
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 2016	RESULTS 2017	RESULTS 2018	RESULTS 2019	2020	FORECASTS		MATERIAL VARIATIONS AND COMMENTS	
O4	Indebtedness 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 <i>Local Government Act 1989</i>.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Performance Statement</i> section of my report. 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 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 <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 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 <i>Audit Act 1994</i>, 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.

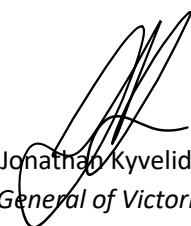
Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement.

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



The cover features a light blue background with a large, dark teal triangle on the left side, separated by a white diagonal line. A smaller, lighter blue triangle is at the bottom right, also separated by a white diagonal line.

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	I have audited the financial report of the City of Greater Geelong (the council) which comprises the: • 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. 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.
Basis for Opinion	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. 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. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Councillors' responsibilities for the financial report	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. 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.

**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 Inflows/ (Outflows) \$'000	2018 Inflows/ (Outflows) \$'000
	Note		
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		12,351	5,227
Buildings		4,423	18,572
Total buildings		4,423	18,572
Total property		16,774	23,800
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		10,878	6,022
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		96,818	83,491
Total capital works expenditure		124,470	113,313
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		124,470	113,313

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 2019 \$'000	Actual 2019 \$'000	Variance 2019 \$'000		Ref
Property					
Land	14,353	12,351	(2,002)	-14%	1
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%	2
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%	3
Parks, open space and streetscapes	12,851	11,216	(1,635)	-13%	4
Other infrastructure	2,747	6,963	4,216	153%	5
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/Natball 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 Surplus/ (Deficit)	included in income	Total assets
	\$'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 Surplus/ (Deficit)	included in income	Total assets
	\$'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

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 \$'000	2018 \$'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
	\$'000	\$'000
(a) Trade and other payables		
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 \$ '000	Landfill restoration \$ '000	Other \$ '000	Total \$ '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>-</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>-</u>	<u>45,783</u>

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

	2019 \$'000	2018 \$'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 \$'000	2018 \$'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 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'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 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
	\$'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)	76,397
	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)	76,397

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	31,494	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 telecomms \$'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	56,160	2,256,527
Accumulated depreciation at 1 July 2018	(96,014)	(242,682)	(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	56,160	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	-	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	2,455,998
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

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

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 No.	2018 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	11	11
Total Number of Administrators	-	3
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	11	13
Total Key Management Personnel	22	27

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 \$'000	2018 \$'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 have 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 to 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

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

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 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	2,523,162	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

You can view a hard copy of the annual report at any of our customer service centres or libraries.

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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CUSTOMER SERVICE CENTRES

GEELONG

100 Brougham Street

GEELONG WEST

Library, 153a Pakington Street

BELMONT

Library, 163 High Street

CORIO

Corio Shopping Centre, Shop 4K

83a Purnell Road

DRYSDALE

Library, 18–20 Hancock Street

OCEAN GROVE

The Grove Centre

66–70 The Avenue

WAURN PONDS

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2. MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN 2018-2021 FIRST ANNUAL REPORT

Source: Community Life – Healthy Communities
Director: Robyn Stevens
Portfolio: Community Health and Safety

Purpose

1. For Council to note the Municipal Public Health and Wellbeing Plan 2018-2021 (the Plan) first annual report.

Background

2. The Plan was endorsed by Council on 23 October 2018.
3. The *Public Health and Wellbeing Act 2008* requires Council to review and, if appropriate, amend the Plan annually (**Attachment 2**).

Key Matters

4. The Plan was launched at the Food for Thought Breakfast on 29 October 2018. The Breakfast was held to raise awareness of the link between food and mental health.
5. First year achievements include a reduction in the availability of sugar sweetened beverages in council owned sporting facilities and adoption of the Ba-gurrr Gender Equity Framework. The City also continues to support schools and early learning centres to implement the Cancer Council Victoria health promotion framework, the Achievement Program.
6. The focus of this foundational year was to promote the Plan across the organisation and develop the mechanisms to support its implementation and evaluation. To achieve this, the City developed a staff engagement strategy, solidified its external partnerships, developed a monitoring and evaluation framework and implemented the first reporting process.
7. No changes are required to the Plan for the second year.

Cr Grzybek moved, Cr Mason seconded -

8. **That Council note the Municipal Public Health and Wellbeing Plan 2018-2021 first annual report.**

Carried.

Attachment 1

Financial Implications

1. No direct financial implication. However, it is important to note that its implementation is embedded in the City's core business plans and budgets.

Community Engagement

2. The implementation of the Plan requires the City to continuously engage with our community to ensure we are meeting their needs using the Plan's three-tiered approach: place-based, people centred and environmentally sustainable.

Social Equity Considerations

3. The principle underpinning this Plan, of striving for health equity, is consistent with the City's social equity principles and with the Victorian Public Health and Wellbeing Plan 2015-19 aiming to reduce health and wellbeing inequities. Good health and wellbeing is important to everyone and enables people to more fully participate in communities, education and employment opportunities.

Policy/Legal/Statutory Implications

4. The *Public Health and Wellbeing Act 2008*, section 26 (4) requires Council to annually review the Plan and ensure to resubmit to the Secretary of the Department of Health and Human Services if any changes are made.

Alignment to Council Plan

5. The Plan is directly related to the 11 priorities of the Council Plan within its approach of 'health in all policies' and health and wellbeing being at the core of its business as a Local Government.

Conflict of Interest

6. No City officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

Risk Assessment

7. There are no risks associated to this report or to the Plan.

Environmental Implications

8. The Plan has been developed in accordance to the *Climate Change Act 2017* which requires Council to consider climate change within the Municipal Public Health and Wellbeing Plan.

THE CITY OF
GREATER GEELONG

MUNICIPAL PUBLIC HEALTH AND WELLBEING PLAN 2018-21



FIRST ANNUAL REPORT
OCTOBER 2019

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1.0 Executive summary

The financial year 2018-19 was the first year of implementation for the City of Greater Geelong's Municipal Public Health and Wellbeing Plan 2018-21.

After Council adopted the Plan in October 2018, and it was launched to the community later the same month, the focus of this foundational year was to promote the Plan across the organisation and develop the mechanisms to support its implementation and evaluation.

STAFF ENGAGEMENT

In order to promote the Municipal Public Health and Wellbeing Plan (MPHWP) across the organisation, and introduce the Senior Health Planner role, a staff engagement program was initiated in February 2019.

Sixteen departments with an influence over community health and wellbeing were engaged and the Senior Health Planner met with each department to discuss the Plan and how their work related to the achievement of its goals. Health Planning guides were developed to support these departments in understanding the alignment of their work to the Plan.

This engagement helped to identify key staff members with an interest in health and wellbeing and a desire to be involved in championing the MPHWP within their various roles and departments.

These staff members have been pivotal in forming the MPHWP Stakeholder Alliance, an internal committee focused on monitoring the implementation of the Plan. The first meeting was held in July 2019, and this group will meet three times per year for the life of the Plan.

In addition, a staff presentation series was created to build the organisation's capacity in health and wellbeing in order to support a 'health in all policies' approach.

YEAR ONE HIGHLIGHTS

During 2018-19, the Plan's first year of implementation, several projects and achievements were identified including:

- Working with children's settings through the Achievement Program
- A discussion paper on the City's role in mental health and wellbeing, leading to a successful budget bid to progress the work in 2019-20 with the development of a mental health action plan

- Adoption of the Ba-gurrk Gender Equity Framework
- Reduction in the availability of sugar sweetened beverages in Council owned sporting facilities
- Development of the Shared Trails masterplan for the City

A full list of highlights is available in chapter five of this report.

MONITORING AND EVALUATION

Evaluating the MPHWP began in 2018-19 with the development of the Monitoring and Evaluation Framework.

Whilst the Plan clearly articulates the four priority goal areas, it is less clear about how each of Council's various policies, strategies and plans work towards achieving these goals.

A desktop review of existing action plans and strategies revealed themes aligned with the four goal areas of the MPHWP. These themes were then converted to objectives, designed to articulate how the organisation's work delivers on the goal areas of the Plan and thus contributes to community wellbeing.

These objectives, and key population health measures for the goal areas, form the MPHWP's Monitoring and Evaluation Framework. The framework incorporates the monitoring of long-term health outcomes (goals), as well as evaluation of medium and shorter term impacts (objectives).

REPORTING

Monitoring of the MPHWP in 2018-19 has occurred through the Council Plan reporting process. The MPHWP goal areas were embedded into the software program used to report on the Council Plan Annual Action Plan.

Continuous improvement measures will be introduced over 2019-20 to ensure this system is used to its potential.

PARTNERSHIPS

The Healthy Communities department liaises with external partners to support the implementation of initiatives that contribute to health and wellbeing.

Through the G21 Region Healthier Eating and Active Living (HEAL) Plan, City of Greater Geelong worked with regional partners to deliver the Choose Water This Summer campaign over the 2018-19 summer period. This

was a great example of what could be achieved within a collective impact approach.

Other G21 Regional strategies also align with other determinants of health and involve other departments across Council. These strategies are brought together within the Monitoring and Evaluation Framework and the connections provided by the MPHWP Stakeholder Alliance, providing a 'health in all policies' approach.

NEXT STEPS

The second year of implementation, 2019-20, will focus on engaging with the remaining 15 departments across the organisation as well as measuring the impact of our work through a series of case studies related to each goal area of the Plan.

This will inform our approach towards planning for the next iteration of the MPHWP, for which planning will begin in late 2020.

2.0 Introduction

The City of Greater Geelong's Municipal Public Health and Wellbeing Plan 2018-21 was adopted by Council in October 2018.

The *Council Plan 2018-22* focuses on 'putting our community first' and the *Municipal Public Health and Wellbeing Plan (MPHWP) 2018-21* demonstrates how the City will do this in order to improve health and wellbeing. It also aligns with *Greater Geelong: A Clever and Creative Future*, the 30-year vision for the municipality.

The four goals of the Plan are:

- Goal 1: Supporting Social Connection to Improve Mental Health
- Goal 2: Increasing Participation in Physical Activity
- Goal 3: Improving Access to Safe and Healthy Local Environments, Services and Food
- Goal 4: Increasing Community Safety and Preventing Violence and Injury

In addition to the four goal areas, the Plan also identifies three strategic approaches for the organisation's work, which align with the current Victorian Public Health and Wellbeing Plan 2015-19:

1. People centred approaches
2. Place based approaches
3. Healthy and sustainable environments

Within each of these approaches, the Plan identified business as usual activities that supported health and wellbeing such as:

- Services, planning, programs and advocacy to support children and families, young people, older adults
- Planning and activities to support community inclusion given gender, LGBTIQ+, disability, multicultural and Aboriginal status
- Active recreation and opportunities to participate in community events
- Development and delivery of infrastructure, facilities, footpaths, bike paths and trails
- Economic development
- Urban design to create places with good surveillance, walking paths and trees for shade
- Open space and access to the natural environment
- Food safety, food security and access to drinking water in public places

- Liquor licensing and regulation as well as advocacy to minimise the impact of electronic gaming machines
- Communicable disease prevention

The first year of the Plan's implementation has focused on promoting the Plan across the organisation, building capacity to implement the four goals, developing a monitoring and evaluation framework and introducing a system of reporting.

3.0 Plan and Launch: Food for Thought Breakfast

The Municipal Public Health and Wellbeing Plan 2018-21 was launched at the Food for Thought Breakfast held on 29 October 2018.



Over 120 people attended this event, to hear from Mayor, Cr Bruce Harwood, Jessica Kelly, Principal of Northern Bay College and Professor Felice Jacka of the Food at Mood Centre at Deakin University.

In attendance were five other Councillors, representatives from Mental Health Foundation of Australia, Barwon Health, DHHS, Bellarine Community Health, G21, the Local Learning and Employment Network (LLEN) and the Western Victoria Primary Health Network.

The Food for Thought Breakfast was part of Mental Health Month, and aimed to raise awareness, educate and promote healthy nutrition to improve mental health.

Food for Thought Breakfast



Back Row: Daryl Williams (Director, Mental Health Foundation of Australia), Chantal Chauvet-Allen (Coordinator, City of Greater Geelong), Prof Felice Jacka (Deakin University), Dr Fiona Reidy (Manager, City of Greater Geelong)



The menu was purposely selected to ensure it met the Healthy Choices Guidelines, developed by the Department of Health and Human Services (DHHS).

Jessica Kelly, Principal of Northern Bay College spoke about their focus on student mental and physical wellbeing, and Professor Jacka spoke of the link between diet, gut health, mental and brain health - both providing valuable food for thought.

Front Row: Jim Goodin (Chairperson, Mental Health Foundation of Australia), Cr Bruce Harwood (Mayor, City of Greater Geelong), Jessica Kelly (Principal, Northern Bay College)



Food for Thought Breakfast

4.0 Staff Engagement

Building the organisation's capacity to implement the Plan has focused on developing a whole of organisation understanding about the way each department's work influences health and wellbeing. This has involved taking a social determinants approach and applying a 'health in all policies' lens to the City's day to day work.

In order to promote the Municipal Public Health and Wellbeing Plan (MPHWP) across the organisation, and introduce the Senior Health Planner role, a staff engagement program was initiated between February and May 2019.

This first round of engagement focused on 16 departments with actions in the first year's action plan, as well as those whose work has a direct influence on the health and wellbeing of the community.

The Senior Health Planner met with each department to discuss the Plan and how their work related to the achievement of its goals. Tailored to the needs of each department, these meetings took place with the individual department manager and/or their coordinators, or as a speaker at leadership team meetings. It was also a key opportunity to introduce the role of Senior Health Planner within the organisation, a pivotal role tasked with the implementation, monitoring and evaluation of the MPHWP and a main contact point for the organisation.

This engagement helped identify key staff members with an interest in health and wellbeing and a desire to be involved in championing the MPHWP within their various roles and departments. It also helped departments see the Municipal Public Health and Wellbeing Plan as a key whole-of-organisation strategy.

A second round of meetings with the remaining 15 departments will occur between September and November 2019.

4.1 HEALTH PLANNING GUIDES

Following these meetings, Health Planning guides were developed to support these departments in aligning their work to the Plan. These are available on the City's intranet and are also accessible to other departments across the organisation,

assisting in reporting and identifying partnership opportunities.

4.2 MPHWP STAKEHOLDER ALLIANCE

The MPHWP Stakeholder Alliance is an internal committee focused on monitoring the implementation of the Plan. The first meeting was held in July 2019, and this group will meet three times per year for the life of the Plan.

This group's purpose is to:

"bring people together from a range of disciplines across the organisation, to help work towards the goals of the Municipal Public Health and Wellbeing Plan (MPHWP)."

Members were identified through the staff engagement phase, and comprise representation from the following departments:

- Arts and Culture
- Central Geelong and Waterfront
- Connected Communities
- Economic Development and Events
- Engineering Services
- Environment and Waste
- Family Services
- Health and Local Laws
- Healthy Communities
- Leisure and Recreation Services
- Parks and Gardens
- Planning and Growth
- Property, Procurement and Assets
- Social Planning and Investment
- Strategy, Engagement and Performance

A Terms of Reference for the group has been established, which was agreed to at the first meeting.

Alliance members will champion the Municipal Public Health and Wellbeing Plan within their respective departments, providing valuable opportunities to increase engagement with the Plan across the organisation.

4.3 CAPACITY BUILDING

A staff presentation series was created in order to promote the Municipal Public Health and Wellbeing Plan and support a 'health in all policies' approach to the organisation's work. The purpose of each presentation is to showcase one or more of the Plan's goal areas.

The first presentation was held in March with UK Walkability Expert Dr Rodney Tolley, titled 'Delivering the Walkable City', which attracted approximately 70 staff members from a range of departments and disciplines.

A second presentation took place in September during Women's Health Week, where approximately 35 staff heard Brooke Connolly from Leisure Networks speak about women's physical activity.

Two more presentations on other topics are being planned for the 2019-20 financial year.

5.0 2018-19 Highlights: Year One

Reporting for the Plan showed a number of highlights for the 2018-19 financial year.

Achievement program

The Achievement Program is a structured framework for schools and early childhood services (ECS) to strive towards creating a healthier environment for staff, families, children and young people.

City of Greater Geelong Health Promotion Officers work to support schools and ECS to progress through the program's seven priority areas and reach accreditation.

During 2018-19:

Two ECS registered for the program, taking the total ECS registrations from 79 to 81.

Two schools registered for the program, taking the total school registrations from 74 to 76 in the Greater Geelong region.

A total of 22 health areas were achieved across all participants. In addition, 2 ECS and 2 schools successfully completed all health priority areas and completed the program.

In October 2018, the program was refreshed, with the development of an online portal to streamline the process. The refreshed program was relaunched at a G21 event in May 2019.

Also, in May 2019, the Achievement Program Pilot Mentoring initiative was developed and implemented. Currently two schools have paired up, with the experienced school assisting the less experienced school to encourage program progression and reduce the need for ongoing support from the City.

Goal 1: Supporting social connection to improve mental health

- A discussion paper was developed about the **City's role in mental health** and funding through the budget process has been obtained to progress this work in 2019-20.
- The **Food for Thought breakfast** was held in October 2018 to raise awareness of the link between food and mental health.
- The City partnered with Barwon Health through the Barwon Region Mental Health Promotion Network to host a play by Centre Stage, **'Carpe Diem'**, to raise the issue of suicide prevention in rural communities.
- An event, facilitated by **Dr Michael Carr-Gregg** (Adolescent and Child Psychologist), was held about improving mental health outcomes for children and young people (as capacity building for staff and service providers).
- A diverse range of **social engagement opportunities** such as Food Truck Fridays, buskers and children's holiday programs in Little Malop Street were held.
- The City responded to **hoarding issues** and worked with agencies to minimize the mental health pressures on these individuals.
- The Central Geelong Marketing Committee supported the health and wellbeing of the community through the **provision of events** (e.g. May Magic) for people to enjoy in the central activities area of Geelong.
- 26,600 young people attended 960 **youth programs** aimed at improving social and community connections through the provision of groups, Drop in programs, holiday programs, events and the Youth Advisory Group meetings.
- 76 **Mental Health First Aid** programs were facilitated to 1600 community members (including students, parents and teachers).
- The City provided 220 programs to 3200 young people aimed at improving mental health and wellbeing through the delivery of targeted programs.
- Local knowledge is being captured through the Portarlington Knowledge Project.
- The Indoor Leisure Centres hosted five member health workshops that were well attended. They focused on a variety of topics including mental health, healthy eating and managing chronic health conditions.
- The Leisure Services 'LiveWell program' serviced over 1200 members aged over 55 years each week. This highly popular program creates a supportive environment to promote social connection and regular physical activity through group based strength training sessions in the gyms.

Goal 2: Increasing participation in physical activity

The City was successful in gaining funding from VicHealth through the Physical Activity Innovation Grant for '**Move Your Way**', a project to help change the environments of our current leisure facilities to be more inclusive for women and girls.

- Community engagement commenced on the **Shared Trails Masterplan**.
- **Tourism** partners with Active Geelong to encourage residents to be more active and supports events that encourage people to get active and out and about in the municipality.
- 12 local or district **playgrounds** have been renewed and a new sub-regional playground has been constructed.

Walk to School 2018 – Geelong puts its best foot forward

In October 2018, the Healthy Communities team supported 38 local Geelong primary schools to participate in Vic Health's Walk to School initiative, where students and their families were encouraged to actively travel to and from school during the month of October.

The initiative was a huge success with the highest number of schools on record promoting and taking part, the first special school in Geelong to ever participate, and six previously non-participating schools also coming on board for the first time. The month of October saw over 8,800 students, together with their families, walk, ride, scoot and skate to and from school, resulting in over 143,000 walks recorded.

With the support of the City of Greater Geelong, Walk to School participation rates have grown from 193 students in 2012, to 8,807 students in 2018, and there's no signs of stopping!

In 2019, all five local governments within the G21 region are collaborating to take a regional approach. There will be regional promotion and marketing with the key message of 'Let's get active together', emphasising the importance of getting active in whatever way suits you best, whilst building and strengthening social connections.

- 2000 young people attended/participated in programs aimed at improving participation in

physical activity through the provision of groups, events and holidays programs.

- **Knowing Your Place Walks** were developed – Grovedale Youth Walk, Lake Lorne Mindfulness Walk Drysdale, and Waurin Ponds Environmental Walk.
- The Leisure Centres increased its total memberships by 3.7% during 2018/19, reaching a total of 12,506 members across the six sites. Total visitations to the Leisure Centres reached 2,223,817 during 2018/19 which equates to an 8.5% increase in participation in physical activity through the various programs and services.
- The City has commenced the rollout of **Virtual Fitness** classes across the four Indoor Leisure Centres in the municipality. This new innovation is designed to attract and appeal to new members that may be intimidated to participate in busy group exercise class styles.

Goal 3: Improving access to safe and healthy local environments, services and food

- **Mosquito Management Program** – reduces mosquito levels, especially in coastal areas.
- **Upgrades** - Armstrong Creek East Sports Pavilion, Drysdale Sporting Precinct, Herne Hill Oval.
- Completed **2018-19 renewal program** for footpath, drainage, roads, kerb and channel, bridges and drains.
- A range of **compliance programs** were delivered - Food Safety, Animal Compliance, School Crossing supervision, Parking Compliance, and Amenity/Local Law monitoring – which all contribute to enhancing a safe and healthy local environment.

Water in Sport project

In partnership with VicHealth and Deakin University, the City of Greater Geelong is actively working to reduce the sale of sugar sweetened beverages (SSBs) in community operated facilities by mid-2020.

During 2018-19, the project achieved increased awareness, access and promotion of healthy drink choices through the Choose Water This Summer regional campaign, supportive

government resources and development of the Sugar Sweetened Beverage Guide.

Council owned venues across the City recorded the following achievements:

Lara pool (0% red category in food and drinks - eliminating 4,020KJ and 120 tsp of sugar)

Splashdown (meeting 20% and under red category of SSBs)

The Arena (0% red category drinks in fridge – eliminating 687KJ and 23 tsp of sugar)

Leisuretime (meets below 20% red category - eliminating 5,008KJ and 184 tsp of sugar)

BVAC (Huge change from 2018 74% red category and 27% green, to 2019 17% red and 59% green – eliminating 15,070KJ and 550 tsp of sugar)

Carousel (completed a nudge by covering red and amber category with fridge decal)

- The City responded to **local emergencies** such as a toxic chemical dump in Waurin Ponds and a bomb scare in Leopold, removing hazards to the community.
- 15,000 **meals** were provided to young people across the municipality.
- The Youth Development Unit facilitated 20 supported **referrals** for young people to mental health, drug and alcohol and other case management services.
- The **Delivered Meals Program** provided 48,000 meals to elderly or vulnerable members of the community.
- The City commissioned **Marvello and Changing Places** accessible facilities at Cloverdale and Rosewall Neighbourhood Houses.
- A **food swap** was coordinated at Grovedale Neighbourhood House.
- **Pedestrian Intervention Project** was implemented at Apollo Place, Whittington.
- Implemented the **Bike Education Challenge** and Bike Intervention Training.
- Developed an **Accessible Events Checklist**.
- The four Indoor Leisure Centres achieved **Platinum Pools accreditation** and the two outdoor pools achieved high safety

assessment scores through the Life Saving Victoria annual external audits. This recognises best practice pool safety and operational practices through compliance with the national Guidelines for Safe Pool Operations.

- Over 8,500 students participated each week in the City's **Learn to Swim** programs, totalling 400,000 visits for the year. The program plays a significant role in educating children throughout the region in water safety skills.

Goal 4: Increasing community safety and preventing violence and injury

- **Graffiti Management Program** was implemented in partnership with other councils through the MAV to provide state wide best practice standards for graffiti management.

The **Ba-gurrk Gender Equity Framework** was adopted by Council in February 2019.

Ba-gurrk (pronounced baa-gurr-rek) is Wadawurrung for Woman. The City pays homage and acknowledges the First Nations of the Greater Geelong region by using the Wadawurrung language.

The framework addresses gender equity as a governance, community and organisational issue and will provide a guide to develop, implement and monitor actions.

The framework focuses on the three spheres of:

- Leadership: Councillors, the Mayor and the City's management
- Organisational policies and procedures: setting benchmarks for workplace change and gender equality
- Community: promoting gender equity and the prevention of violence against women through a whole-of-community approach

In July 2019, the City also adopted the Foundational Implementation Plan 2019-22 and is progressing with actions.

- Review of the **Road Safety Strategy** has commenced.
- The City collaborated with Victoria Police to manage **CCTV operations**, enhancing public

safety in central Geelong's night time economy.

- The City's Health and Local Laws department encourages **responsible pet ownership** and aims to reduce dog attacks.
- Family Services key staff have completed **training** on the new legislation relating to family violence and child safety information sharing.
- 96 Youth Programs were facilitated with 880 young people in attendance. Programs included "New Recruits" - a partnership between the Youth Development Unit and Victoria Police targeting young people at risk of entering the Justice system. Events including Harmony Day and Refugee Week.
- The Indoor Leisure Facilities and Outdoor pools continue to administer the Life Saving Victoria "Watch around the Water" program which educates families to be in arms reach of children under 5 and close supervision of children under 10 when using our aquatic facilities. This program has resulted in a reduction in the number of notifiable incidents throughout the year.

6.0 Regional Partnership: Choose Water This Summer

The G21 Regional Healthier Eating and Active Living (HEAL) Strategic Plan provides the framework for Council's work with our regional partners in the areas of healthy eating and physical activity.

As part of supporting the implementation of this plan during 2018-19, 'Choose Water This Summer' was a region wide campaign promoting water as the drink of preference. This campaign was activated over the January to March 2019 summer period.

Recent data indicated that approximately 35 per cent of Greater Geelong adults drink Sugar Sweetened Beverages either daily, once or several times per week, and as a whole Greater Geelong's population consumes less than the recommended amount of water per day (City of Greater Geelong, 2018).

City of Greater Geelong collaborated with partner organisations in Victoria's South West region, such as Golden Plains Shire, Barwon Health, Barwon Water, Bellarine Community Health and Hesse Rural Health. Partners contributed a mix of creative and financial input to achieve consistent messaging across the region, bringing councils, services and health providers together as a collective.

The 'Choose Water This Summer' campaign was successfully implemented throughout the G21 region through local events and marketing activation by:

Water bottles:

- City of Greater Geelong, Barwon Health, Hesse Rural Health and Golden Plains Shire gave away a total of 3,600 Choose Water This Summer designed water bottles at a variety of community events

Media Boosts:

- Barwon Health combined a total of 52,929 reach over Facebook and Twitter
- G21 combined a total of 5,067 reach over Facebook and Twitter with 15 posts
- City of Greater Geelong reached 8,000
- Three articles in the Geelong Advertiser over January, February and March 2019

Other activations:

- Market Square Geelong lift signage from 1st February to 31st March 2019

- Choose Water This Summer branded feather flags displayed in many events across the G21 region
- Posters and decals presented in multiple areas; University Hospital Geelong, The Mackellar Centre, GMHBA, City of Greater Geelong offices, Leisure and Recreation centres including Lara Pool, Leisuretime, Balyang Par 3 Golf course, the Carousel and Barwon Valley Activity Centre
- Community billboards across City of Greater Geelong and Golden Plains Shire
- Barwon Water Hydration Station branded with the campaign signage promoted at 37 events, targeting 225,000 attendees.
- Mixx FM radio commercials 1,740 times over 3 months
- Banner to activate a competition to win two Gold class Passes to Village Cinemas
- Organisation internal newsletters

Events and targeted reach:

- Night Jar Festival Geelong (~5,000)
- Pako Festa (~100,000)
- Wallington Strawberry Fair (~5,000)
- JLT community match Geelong Cats vs Essendon (~20,000)
- Colac Kana Festival (~5,000)
- Geelong Rainbow Festival
- Women's AFL Geelong Cats vs Fremantle
- Geelong's Big Play Day
- Kardinia Pool- swimming carnivals
- Wada-Ngal closing the gap

The G21 region organisations have agreed to continue the promotion of this campaign as 'Choose Water Every Day' to encourage year round flexibility.

For more information about the campaign, visit www.geelongaustralia.com.au and search 'Choose Water this Summer'.

3,600
water
bottles



SNAPSHOT

1 January 2019 - 31 March 2019

Resources

Community billboards attracted over 170,000 counts of traffic flow through the following areas:

- Bell Post Hill
- Corio
- Leopold
- Golden Plains Shire
- Newcomb
- Newtown
- St Leonards

150
flyers &
posters



What and how?

Encouraging water as the drink of choice in the G21 region, by providing messaging and communication tools to encourage our community.



PICK ME!



CHOOSE WATER THIS SUMMER

Events

- Nightjar Market Geelong
- Pako Festa
- AFL
- Wada-ngal
- Colac Kana Festival
- GMHBA Brain and Food
- GPS Sport Stadium

Why?

SSBs contain lots of energy dense kilojoules and almost no nutrients. There is clear evidence to show that high consumption is associated with obesity, tooth decay and a range of other health issues. A snapshot of the G21 region consumption:

- Geelong - 15.3%
- Colac Otway - 19.8%
- Golden Plains - 15.7%
- Queenscliffe - 7.9%
- Surf Coast - 7.8%

(Data sourced from Healthy Eating and Active Living G21 region 2019)



Posts 31
Total reach 39,353



Posts 6
Total reach 2,475



Posts 36
Total reach 45,437



Website hits 389



#CHOOSEWATERTHISSUMMER

IN COLLABORATION WITH



7.0 Monitoring and Evaluation Framework

During the first year of the Municipal Public Health and Wellbeing Plan 2018-21, a monitoring and evaluation framework was developed.

The framework (as outlined in table 1 below) provides a multi-layered approach which considers short, medium and long term outcomes, asking key evaluation questions along the way.

What is being evaluated	Evaluation type	Evaluation Question	Evaluation measures	Source	Monitoring
Long term goals	Outcome	Have we achieved the change we sought? (i.e. has participation in physical activity increased?)	Strategic indicators Based on evidence	Population health data	MPHWP database
Medium term objectives	Impact	- Are we having the influence we expected? - How will we know if anyone is better off?	Impact measures Change in skills, behaviour, knowledge and environment Specific to target group	Case studies	Identified project managers
Short term actions	Process	- Are we doing what we said we would do? - What did we do? - How well did we do it? - Could we have done anything differently?	Process measures Reach, quality, targets, satisfaction	Activities	Corvu reporting

Table 1: MPHWP Monitoring and Evaluation Framework

The above Monitoring and Evaluation Framework provides the outline for our Evaluation Strategy. It was finalised with the input of the MPHWP Stakeholder Alliance.

The implementation of this framework will be monitored by the Senior Health Planner, a role dedicated to the Municipal Public Health and Wellbeing Plan.

A Health Equity and Impact Officer will also provide evaluation support across the organisation, providing the necessary capacity building to support this framework.

The MPHWP Stakeholder Alliance will provide valuable input and opportunities for communication across the organisation.

Process evaluation involves monitoring activities related to community health and wellbeing. Reporting has been integrated into an existing system used by Managers and Coordinators to report against the

Council Plan Annual Action Plan (Corvu). Whilst not currently used by all departments, its uptake is monitored by our Strategy, Engagement and Performance Department. Continuous improvement measures are in place to ensure this system is used to its potential.

7.1 OBJECTIVES

The goals of the Plan were developed following community consultation and an analysis of the available data and evidence. They provide broad areas of focus for Council's work; however they do not show how Council's various policies, strategies and plans work towards achieving them.

A comprehensive desktop review of over 30 Council policies, strategies and plans was conducted, identifying their rationale, goals and priority areas guiding the organisation's work.

These elements were then aligned with one or more of the MPHWP goal areas. This allowed us to identify themes under each of the goal areas to show which policies or strategies progressed which goal areas of the Plan, and how.

This desktop review resulted in the development of draft objectives for the Plan as a way to provide more direction for reporting the work the organisation is doing within a 'business as usual' approach, with partners and individually.

These draft objectives were tested with the MPHWP Stakeholder Alliance and any gaps or areas of clarification were addressed.

These objectives will be used in to further develop reporting on the MPHWP through Corvu.

7.2 ACTIONS

The 2018-19 action plan focused on activities that were funded through the Council budget process. The majority of these actions focused on infrastructure and facilities improvements, capital works items or projects requiring additional funding.

As they were initially identified through other strategies and plans, monitoring of these actions occurs through the Council Plan reporting process.

Going forward, the focus for monitoring the plan will be through reporting highlights against each of the goal areas and relevant objectives.

Case studies will also provide a way of evaluating the impact of the organisation's work against the goal areas of the Plan, incorporating qualitative and quantitative impact evaluation methodologies.

These case studies have been identified by the MPHWP Stakeholder Alliance, and the Senior Health Planner will provide evaluation support.

8.0 Reporting

In June 2019, at the end of the first year's implementation, reporting was introduced into Corvu, the organisation's Council Plan reporting tool.

Ten out of 31 departments reported (32% of the organisation) through this system. It was utilised because it was an existing, efficient system which had the ability to be used by every department across Council.

Department Managers were sent an email requesting their feedback by the due date. They were provided with the following example of the type of information required (the Healthy Communities department's reporting):

Municipal Public Health and Wellbeing Plan					
Department Actions					
Improving access to safe and healthy local environments, services and food - 5960	Due Date: Jun 2019 Revised: Dec 2019	J Lan	OnT	The reduction of sugar sweetened beverages has occurred in our sport and leisure centres which has reduced sugar content being sold to our community and provide an overall healthier community benefit.	 Jun 2019
Increasing community safety and preventing violence and injury - 5960	Due Date: Jun 2019 Revised: Jul 2019	J Lan	OnT	An implementation plan around progressing Gender Equity has been developed for Council adoption in July. This plan will set actions for internal staff to deliver on key deliverables that aim to progress gender equity internally and for our community.	 Jun 2019
Increasing participation in physical activity - 5960	Due Date: Jun 2019 Revised: Dec 2019	J Lan	NS	The Department was successful in the VicHealth physical activity innovation grant of \$20k for community consultation to change the environments of our current facilities for girls and women.	 Jun 2019
Other actions your department is undertaking to contribute to the MPH&WP - 5960	Jun 2019	J Lan			 Jun 2019
Supporting social connection to improve mental health - 5960	Due Date: Jun 2019 Revised: Dec 2019	J Lan	OnT	A discussion paper around Mental Health has been developed and we have been successful in securing funding through the budget process to progress this work.	 Jun 2019

The program's status coding (e.g. 'OnT', 'NS') is familiar to those who were required to provide information.

Feedback received from various departments highlighted some complications with this system which influenced the response rate:

- Some managers felt that the four goal areas of the Plan reflected the way they worked and could not identify specific project examples or highlights
- Some managers do not use Corvu to report on the Council Plan, which meant that reporting duplicated some information from their point of view.
- Some departments did not receive visits during the February to May 2019 engagement phase and so were not familiar with the MPHWP and how it applied to their work.

These issues will be considered, and continuous improvement measures incorporated into the next round of reporting in December 2019.

9.0 Conclusion

The first year's implementation of the Municipal Public Health and Wellbeing Plan 2018-21 focused on creating the foundations to support the implementation and evaluation of the Plan.

This year focused on promoting the Plan across the organisation, building capacity to implement the four goals, developing a monitoring and evaluation framework and embedding a system of reporting to capture information from every department about how their work contributed to the four goal areas.

The Plan's second year of implementation will focus on understanding and capturing the impact of our work and demonstrating our level of influence on community health and wellbeing.

This will be vital to inform our approach to the next version of the Municipal Public Health and Wellbeing Plan, for which planning will begin in late 2020.

10.0 References

City of Greater Geelong (2018) *Municipal Public Health and Wellbeing Plan 2018-21: Demographics and Health Profile Background Document*, City of Greater Geelong, <https://www.geelongaustralia.com.au/ct/documents/item/8d64be3791af994.aspx>

THE CITY OF GREATER GEELONG

ANNUAL REPORT SUMMARY

—
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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ABOUT THIS SUMMARY

This is a summary of *The City of Greater Geelong Annual Report 2018–19*. It gives a broad overview of:

- our municipality
- our organisation and people
- our planning processes and what influences them and
- what we've achieved in 2018–19 to support our council plan strategic priorities.

For the full version, please visit www.geelongaustralia.com.au/annualreport

INTRODUCTION

This is a summary of *The City of Greater Geelong Annual Report 2018–19*. It provides an overview of our performance from 1 July 2018 to 30 June 2019. For the full report, please visit www.geelongaustralia.com.au

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.



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.



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



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 handwritten signature in black ink, appearing to read 'Bruce Harwood'.

CR BRUCE HARWOOD –
MAYOR



A handwritten signature in black ink, appearing to read 'Martin Cutter'.

MARTIN CUTTER –
CHIEF EXECUTIVE OFFICER

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 

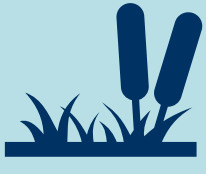
people engaged through live streaming of in-chamber Council meetings

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

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 1):

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



FIGURE 1: 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)



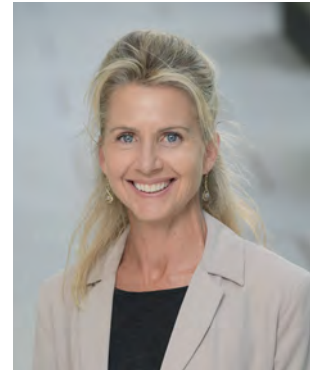
CR ANTHONY AITKEN
Windermere Ward

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 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 2: Our leadership team 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

HOW WE PLAN

Planning in our organisation occurs on multiple levels, as demonstrated in Figure 3.



FIGURE 3: 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



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.

LINKS TO CLEVER AND CREATIVE VISION:



People feel safe wherever they are



An inclusive, diverse, healthy and socially connected community

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.

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



INFORMED SOCIAL INFRASTRUCTURE AND PLANNING

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

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

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.

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



A MORE INCLUSIVE AND DIVERSE COMMUNITY

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

LINKS TO CLEVER AND CREATIVE VISION:



An inclusive, diverse, healthy and socially connected community



People feel safe wherever they are

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.

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



PLANNED SUSTAINABLE DEVELOPMENT

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

LINKS TO CLEVER AND CREATIVE VISION:



Sustainable development that supports population growth and protects the natural environment

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.

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



EFFECTIVE ENVIRONMENTAL MANAGEMENT

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

LINKS TO CLEVER AND CREATIVE VISION:



Development and implementation of sustainable solutions



Sustainable development that supports population growth and protects the natural environment

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 Waurin 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.

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



VIBRANT ARTS AND CULTURE

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

LINKS TO CLEVER AND CREATIVE VISION:



Creativity drives culture



A destination that attracts local and international visitors

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.

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 on-line 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



INTEGRATED TRANSPORT CONNECTIONS

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

LINKS TO CLEVER AND CREATIVE VISION:



**A fast, reliable and connected
transport network**

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 Waurin 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.

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



A THRIVING AND SUSTAINABLE ECONOMY

We will capitalise on Geelong's incredible economic opportunities.

LINKS TO CLEVER AND CREATIVE VISION:



A prosperous economy that supports jobs and education opportunities



A destination that attracts local and international visitors

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.

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



GROWING OUR TOURISM AND EVENTS

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

LINKS TO CLEVER AND CREATIVE VISION:



A destination that attracts local and international visitors



A prosperous economy that supports jobs and education opportunities

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.

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



INNOVATIVE FINANCES AND TECHNOLOGY

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

LINKS TO CLEVER AND CREATIVE VISION:



A leader in developing and adopting technology



A prosperous economy that supports jobs and education opportunities

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.

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



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.	■

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

MEASURES OF SUCCESS	FREQUENCY	BASELINE	TARGET 2022	YTD JUN 2019	PROGRESS COMMENTS	STATUS
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 previously).	◆
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

OVERVIEW OF FINANCIAL PERFORMANCE

To access the full report, go to www.geelongaustralia.com.au/annualreport

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 expenditure – 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 capital expenditure – 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

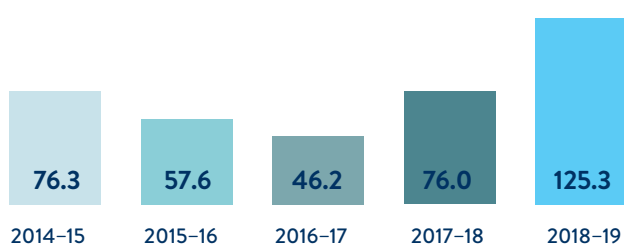


FIGURE 4: Net result for 2014–15 to 2018–19 (\$m)

The \$49.3 million increase in our surplus – that is, income minus expenditure – is shown in Figure 4. 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.

TOTAL COMPREHENSIVE RESULTS

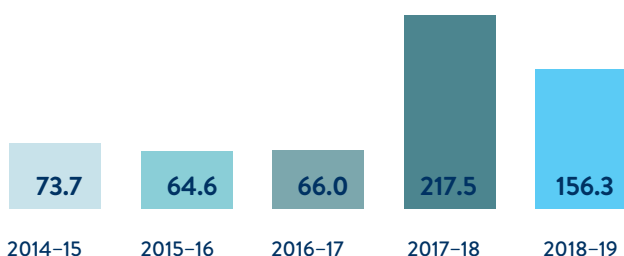


FIGURE 5: Total comprehensive results for 2014–15 to 2018–19 (\$m)

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.

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

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

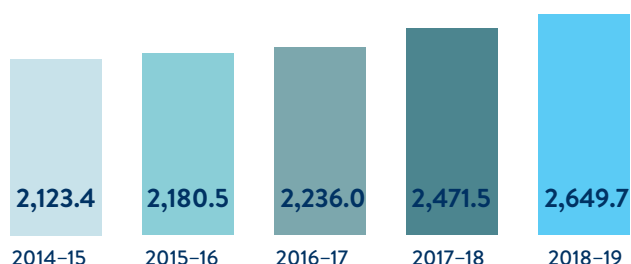


FIGURE 6: Total assets 2014-15 to 2018-19 (\$m)

INVESTMENTS

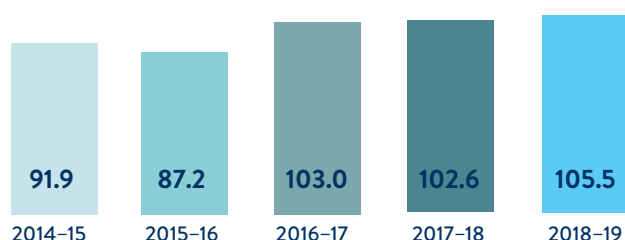


FIGURE 7: Investments 2014-15 to 2018-19 (\$m)

CAPITAL PROGRAM

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

As Figure 8 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).

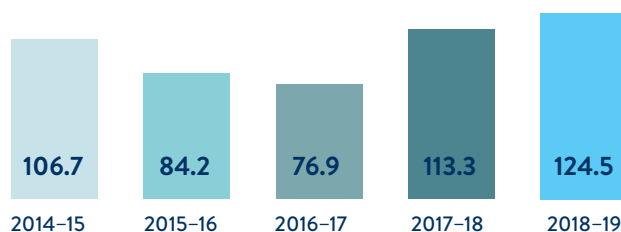


FIGURE 8: Capital works expenditure 2014-15 to 2018-19 (\$m)

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 9 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.

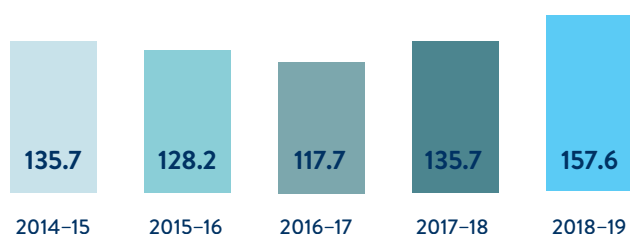


FIGURE 9: Total liabilities 2014–15 to 2018–19 (\$m)

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.

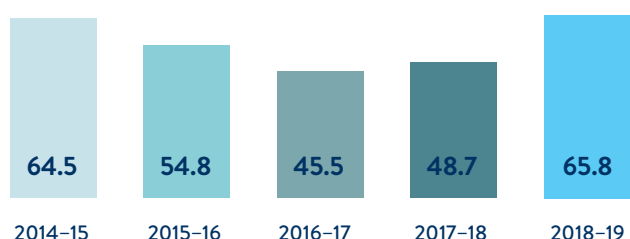


FIGURE 10: Loans from 2014–15 to 2018–19 (\$m)

DEBT COMMITMENT

The debt commitment ratio shows the percentage of rates required to pay back principal and interest on our loans. Figure 11 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.

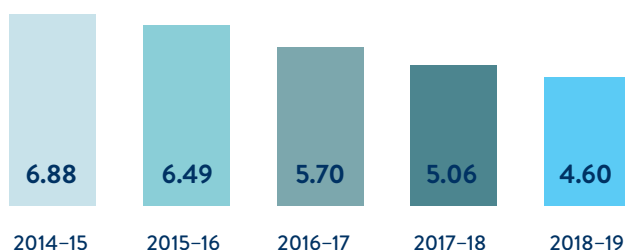


FIGURE 11: Debt commitment percentage 2014–15 to 2018–19 (%)

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 12 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.

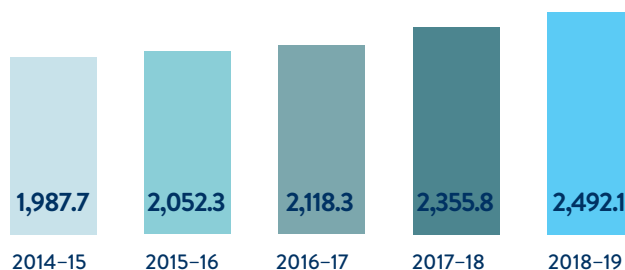


FIGURE 12: Ratepayer equity 2014–15 to 2018–19 (\$m)

ABOUT THIS SUMMARY

This is a summary of *The City of Greater Geelong Annual Report 2018–19*. It gives a broad overview of:

- our municipality
- our organisation and people
- our planning processes and what influences them and
- what we've achieved in 2018–19 to support our council plan strategic priorities.

For the full version, please visit www.geelongaustralia.com.au/annualreport

This is a summary of *The City of Greater Geelong Annual Report 2018–19*.
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3. RECYCLING OPTIONS

Source: City Services – Environment and Waste
Director: Guy Wilson-Browne
Portfolio: Environment and Sustainability

Purpose

1. To report to Council on options and estimated costs to collect and process recycling materials in response to the closure of SKM Recycling and related businesses.

Background

2. At the Council Meeting on the 30 July 2019, a motion was passed to *request that the CEO reports to Council by September 2019 on the options and costs for alternatives to collect and process recycled materials.*

Key Matters

3. The South Geelong Material Recovery Facility (MRF) operated by SKM ceased operation in late July 2019. Since that time, all material in the yellow bin has been taken to landfill.
4. The use of other MRF's in Bendigo and Wangaratta have been investigated. Unfortunately, the cost and environmental impact of transporting recyclables from Geelong to these MRF's outweighs the benefits.
5. It is likely that the South Geelong MRF will shortly recommence operation under new ownership. The City will pursue a new contract for the processing of recyclables with the new MRF operator, dependent on appropriately negotiated terms and conditions. This is likely to provide a medium-term solution to process recycling in the municipality.
6. In addition to pursuing the continued processing of recycling through the South Geelong MRF, the City has investigated alternative recycling options including continuation and expansion of recycling hubs, introducing an at-call service (combined with hard waste collection trial) and introducing a 4th or 5th bin to separate recyclables. The best short-term option for the processing of recyclables is the continuation of the recycling hubs at the City's North Geelong and Drysdale Resource Recovery Centres. Service levels at the Hubs have been increased to enable them to accept additional recyclable materials e.g. glass, dropped off by residents. The estimated additional cost to maintain this increased level of service is \$300,000 per annum.
7. The cost of introducing a 4th or 5th bin to separate plastics, paper and cardboard from glass is significant. The introduction of a 4th or 5th bin is also likely to be impacted by State Government Policy e.g. Circular Economy and the State's consideration of a container deposit scheme. Recommendations from the State Government with respect to both these initiatives are expected within six months. It would therefore be premature for the City to consider a 4th and 5th bin system until the outcome of the State Government policy review.

8. Infrastructure Victoria has released the Recycling and Resource Recovery Infrastructure Report. The Report outlines the options that are available to create a strong, sustainable recycling and resource recovery industry (**Attachment 2**), including better use of organic waste and updating government procurement guidelines to increase recycling. The Report states that a container deposit scheme has promise but that further research is required. Given the potential impacts of a container deposit scheme on kerbside recycling it would have been preferable if a more detailed analysis and recommendation was provided.
9. Whilst processing recyclables is an immediate concern for the City, almost 1/3 of waste in each red bin is food organic material. Food organics collection will enable the City to increase its diversion rate from landfill, reduce greenhouse gas emissions and provide an additional service to the community. There is an opportunity, through a trial to process food organic material from the kerbside red bin. Findings from the trial will guide the roll-out of a future City wide food organics service. A plan will be developed to guide this trial in 2020.
10. The City has established innovation partnerships and will continue to work its key partner, Deakin University, to develop local innovation in the recycling sector including the development of a Regional Circular Economy Policy. The City is also working with key partners Councils such as Wyndham Council and those in the G21 region to explore opportunities for shared outcomes such as diverting waste to landfill and developing the circular economy.
11. The City will continue its innovative use of recycled materials in asphalt programs, recycled rubber for athletic tracks, use of recycled concrete under footpaths and in causeways, and recycled plastic used for seats and bollards in recreation reserves.
12. The City will continue its partnership with Cleantech Innovation Geelong. A major focus for Cleantech Innovations Geelong and the City will continue to be innovation in the recycling sector. Businesses in the Geelong region can access support to develop markets for clean technologies, through this partnership between the City of Greater Geelong, the Geelong Manufacturing Council and the State Government.

Cr Mansfield moved, Cr Mason seconded -

13. That Council:

13.1 Note that the City:

- 13.1.1 Is actively pursuing innovative solutions to enhance the processing of recyclables in the Municipality;**
- 13.1.2 Is actively involved with initiatives to ensure the sustainability of kerbside recycling including participating in and contributing to the State review of the kerbside bin service and the development of the Circular Economy Policy;**
- 13.1.3 Following extensive community consultation, will present a draft Waste and Resource Recovery Strategy to Council by December 2019;**
- 13.1.4 Will develop a plan to pilot kerbside food organics collection and processing with the intention of conducting a trial in 2020; and**
- 13.1.5 Has an extensive range of projects being undertaken with its partners, including Deakin University, Geelong Manufacturing Council and local businesses that are providing innovation in the recycling sector;**
- 13.2 Authorise an additional \$300,000 operational expenditure in the 2019-20 budget to maintain the increased the levels of service at the community recycling hubs at both the North Geelong and Drysdale Resource Recovery Centres;**
- 13.3 Advocate to the Victorian and Federal governments on actions, including the introduction of a container deposit scheme required to ensure the long-term viability of the recycling industry;**
- 13.4 Write to Infrastructure Victoria requesting a presentation to Geelong, Wyndham and G21 Councils on the Recycling and Resource Recovery Infrastructure Report released 21 October; and**
- 13.5 Request that the Chief Executive Officer prepare a submission to the Recycling and Resource Recovery Infrastructure Report.**

Carried.

Attachment 1

Financial Implications

1. Transporting kerbside recyclables to an alternative processing facility in either Wangaratta or Bendigo would avoid sending up to 81% of recycling materials to landfill. However this option would come at a cost of approximately \$8 million per annum.
2. Landfilling is the most affordable and reliable alternative to the kerbside collection service to residents until a local MRF becomes available. However, valuable resources are buried instead of being recovered and recycled.
3. With financial assistance provided by the State Government to reopen the SKM recycling facilities, the South Geelong MRF should return to operation this calendar year.
4. The City has applied for and received \$1,059,617 in Victorian Government funding under the Recycling Rebate Program. This reimburses Council for approximately 98% of the additional costs associated with the recycling crises between 26 July and 14 November.
5. The estimated cost to provide a glass kerbside bin and service to residential properties is \$4.3 million per annum for a monthly collection, and \$5.44 million for a fortnightly collection.
6. The estimated cost to provide a cardboard and paper kerbside bin and service to residential properties is \$5.4 million for a monthly collection, and \$6.5 million for a fortnightly collection.

Community Engagement

7. The City has provided recycling updates to the community through the City's website, social media channels, media release, presentations to community groups and customer enquiries.

Social Equity Considerations

8. The provision of a high quality waste and resource recovery service enables all residents to recycle valuable materials.

Policy/Legal/Statutory Implications

9. The City entered into a contract for receiving and processing recyclable materials with SKM Recycling in 2009, following a collaborative tendering process with G21 councils. SKM built the MRF in South Geelong to process recyclables under the contracts with G21 councils and for their other clients.
10. A Notice of Winding Up Order was issued to SKM Corporate Pty Ltd by the Supreme Court on 2 August 2019 after it failed to pay its creditors. Hall Chadwick has been appointed as the Liquidator.
11. On 23 August 2019, Cleanaway Waste Management Limited announced that it has acquired the senior secured debt (the Debt) in SKM Recycling, another company in the SKM group, from the Commonwealth Bank of Australia for approximately \$60 million. KordaMentha has been appointed as receivers and managers for the entire SKM group excluding the GRS entities.
12. On 27 August 2019, the State Government provided a \$10 million loan to the receivers to help clear waste stockpiles and fund essential maintenance work to get SKM's plants back up and running.

13. On 9 October 2019, Cleanaway announced that it was the successful bidder for the acquisition of the assets of the SKM Recycling Group. Council is now in negotiations with Cleanaway regarding the processing of kerbside collected recyclables.

Alignment to Council Plan

14. The recommendations support the strategic priority of effective environmental management and shows leadership to address waste, climate change and environmental challenges.

Conflict of Interest

15. No City officers or contractors involved in the preparation of this report have a direct or indirect interest in the matters to which this report relates.

Risk Assessment

16. The City has implemented a recycling contingency plan in response to the recyclable processing disruption due to the closure of SKM Recycling. While sending recyclables to landfill was the last resort due to its poor environmental outcome, it provides business continuity and minimises operational risks to the kerbside recycling collection service.

Environmental Implications

17. Transporting kerbside recyclables to an alternative MRF in either Wangaratta or Bendigo would avoid sending up to 81% of recycling materials to landfill. However this option has high vehicle emissions.
18. Recycling innovation and the development of a circular economy will be important to ensure a sustainable recycling industry. The City supports and promotes innovation in the recycling sector and has programs such as Cleantech Innovations Geelong which engages and partners with industry, tertiary education institutions and other levels of government. Recent examples of recycling innovation in Council projects include:
 - 18.1 Recycled rubber for Goldsworthy athletics track surface;
 - 18.2 Use of recycled materials in asphalt programs;
 - 18.3 Composite fibre pedestrian bridge construction;
 - 18.4 Use of recycled crushed concrete under footpaths and subbase;
 - 18.5 Use of 7,500 reinforced concrete railway sleepers. The sleepers did not meet rail specifications and the City has been able to use these in causeways and coastal erosion prevention works;
 - 18.6 Recycled plastic used for the walkways and other items such as seats and bollards in recreation reserves; and
 - 18.7 Greenstar concrete mix using recycled crushed blast furnace slag. This by-product of steel manufacture would otherwise go to landfill. This has been used at the Highton, Drysdale and Purnell children's centres.
19. The City has expanded the types of recyclable materials that can be accepted at the Geelong and Drysdale Resource Recovery Centres and end markets for these have been identified.

Attachment 2

Discussion

1. Recycling in the Geelong region is heavily reliant on the South Geelong MRF. The receivers of the SKM MRFs have been preparing the sites, including the South Geelong MRF, to accept and process new kerbside recyclable materials.
2. The City is actively involved with major initiatives to ensure the long term viability of the kerbside collection and recycling services and industries, including:
 - 2.1 Implementing the MAV Rescue Our Recycling Action Plan;
 - 2.2 Participation in the Parliamentary inquiry into recycling and waste management;
 - 2.3 Participation in the development of the Victorian Government Circular Economy Policy and Action Plan, as well as the Kerbside Services and Infrastructure reviews;
 - 2.4 Collaborative tendering through Waste and Resource Recovery Groups; and
 - 2.5 Continuing to participate in the Barwon South West Regional Recycling Action Plan.
3. Infrastructure Victoria released a report on the 21 October 2019 titled 'Recycling and Resource Recovery - Infrastructure Evidence Base Report'. The Report provides a useful summary of the issues, challenges and opportunities facing the recycling and resource recovery industry. Given the potential impacts of a container deposit scheme on kerbside recycling it would have been preferable if a more detailed analysis and recommendation was provided. A summary of the recycling options outlined in the Report include:
 - 3.1 Developing a clear, overarching policy framework including recycling targets and waste to energy;
 - 3.2 Examining incentives and price signals for business and industry to improve their recycling performance;
 - 3.3 Supporting councils to implement consistent approaches to sorting and collection;
 - 3.4 Separating food and garden waste from other materials to get more out of our organic waste;
 - 3.5 Better planning, locating and protecting waste management sites;
 - 3.6 Working with the Commonwealth and other states to increase consistency and reduce packaging and single use plastics;
 - 3.7 Increasing the use of recycled materials by eliminating barriers and updating government procurement guidelines; and
 - 3.8 Conducting further analysis on the Container Deposit Scheme.
 - 3.9 The report can be found at the following link; **Recycling and resource recovery infrastructure: Evidence base October 2019**
4. The City in consultation with Waste and Resource Recovery Groups and DELWP have reviewed the co-mingle recyclables processing capacity of MRFs across Victoria. No alternative MRFs are able to accept all of the City's kerbside collected material and the cost is very high. The alternatives also require much higher transport than the South Geelong MRF which results in substantial emissions.

5. Additional recycling options have been set-up at the Geelong and Drysdale Resource Recovery Centres.
6. The Geelong Resources Recovery Centre will accept:
 - 6.1 Paper;
 - 6.2 Cardboard;
 - 6.3 Aluminium and metal cans;
 - 6.4 Glass bottles and jars (no lids);
 - 6.5 Polystyrene packaging; and
 - 6.6 Mixed plastics numbered 1,2,4 and 5.
7. The Drysdale Resource Recovery Centre will accept:
 - 7.1 Paper;
 - 7.2 Cardboard (excluding any cardboard container designed to hold liquids such as coffee cups, milk or juice cartons);
 - 7.3 Aluminium and metal cans;
 - 7.4 Glass bottles and jars (no lids); and
 - 7.5 Mixed plastics numbered 1,2,4 and 5.
8. Any additional hub will cost approximately \$800,000 per annum.
9. Additional recyclables can potentially be added to the hard waste service, however this does not provide good value for money to collect and recover recyclables, given the relatively small amount involved. It collects certain types and quantities of yellow bin recyclables, but not as effectively as a City-wide kerbside recyclable collection service.
10. Over 40% of the kerbside yellow bin recyclables is cardboard and paper which have higher commodity values when separated at source (kerbside). Modifying the kerbside collection service so that the existing yellow bin accepts paper and cardboard only will cost an additional \$8.2 million per annum. The cost is largely related to the need to purchase additional garbage bins which residents will utilise to place other recyclable materials e.g. plastics. This option also has a heavy reliance on residents to avoid placing contaminants in the paper and cardboard only bin as these materials will not be processed via a MRF.
11. The Cleantech Innovations Geelong program supports businesses in the Geelong region to develop markets for clean technologies that address waste and recycling issues. This program is a partnership between the City, the Geelong Manufacturing Council and the State Government. Projects delivered include:
 - 11.1 facilitating Deakin University and CSIRO to develop technologies to process their food waste on the Waurin Ponds campus. Deakin University installed a Closed Loop food composter, built by Australian business Closed Loop Recycling, at their Waurin Ponds Estate. The unit converts up to 60 kilograms food waste a day into nutrient-rich soil improver and reduced waste by 90%;
 - 11.2 funding a market research project that has identified Australian based customers for new tyre crumb derived composite material and its expected volume of sales. This project has contributed to the establishment of a manufacturing plant in Geelong; and

- 11.3 supporting an innovative procurement process to reduce waste through the procurement and installation of age defying and maintenance free recreational bridges. The successful submission came from a consortium including Geelong manufacturer Austeng, Deakin University's Carbon Nexus research facility and Australian engineering company Rocla. The consortium undertook research and developed an innovative building product made from geopolymer (with partly recycled materials) and reinforced with carbon fibre, which is stronger and longer lasting than existing products.

4. MUNICIPAL FIRE MANAGEMENT PLAN 2019-2021

Source: City Services – Emergency Management and Fire Prevention
Director: Guy Wilson-Browne
Portfolio: Environment and Sustainability

Purpose

1. For Council to adopt the Municipal Fire Management Plan 2019-2021, following endorsement by the Municipal Emergency Management Planning Committee.

Background

2. The Municipal Fire Management Plan (MFMP) undergoes an annual update, and every three years the MFMP undergoes a full review in preparation for an external audit by the Municipal Fire Management Planning Committee (MFMP) and the Emergency Management Planning Committee (MEMPC).
3. This review has now been completed and the MFMP must now be adopted by Council.

Key Matters

4. The Emergency Management Manual Victoria Guidelines require that Council adopt the Municipal Fire Management Plan following endorsement by the Emergency Management Planning Committee.
5. Part 4, s55A(1) of the *Country Fire Authority Act 1958* (the Act), requires a municipal council to prepare and maintain a MFMP for its municipal district in accordance with the advice and recommendations of the municipal fire prevention committee.
6. Part 4, s55A(2) states the MFMP must contain the following provisions in accordance with the regulations:
 - 6.1 Identifying areas and land use at risk in the municipal district that are at risk of fire;
 - 6.2 Specifying how each identified risk is to be treated;
 - 6.3 Specifying who is responsible for treating those risks; and
 - 6.4 Any other matter prescribed for inclusion in the plan.
7. Council's MFMP complies with the above requirements.
8. The Plan was endorsed by the Municipal Fire Management Planning Committee at its July 2019 meeting and also endorsed by the Municipal Emergency Management Planning Committee at its August 2019 meeting.

Cr Mason moved, Cr Mansfield seconded -

9. That Council:

- 9.1 **Note that the Emergency Management Planning Committee endorsed the Municipal Fire Management Plan at its meeting August 2019; and**
- 9.2 **Adopt the Municipal Fire Management Plan 2019 – 2021 as attached.**

Cr Harwood left the meeting room at 8.55pm

Cr Harwood re-entered the meeting room at 8.57pm

Carried.

Attachment 1

Financial Implications

1. The MFMP will continue to be maintained.

Community Engagement

2. The MFMP was placed on Council's website 3 September 2019 as requested by the CFA following endorsement of the Plan by the Emergency Management Planning Committee.

Social Equity Considerations

3. The MFMP aims to ensure that everyone in the Community is protected in the event of fire.

Policy/Legal/Statutory Implications

4. The MFMP meets all legislative requirements of the Country Fire Authority Act 1958 and the Emergency Management Manual of Victoria.

Alignment to Council Plan

5. The MFMP strongly aligns with Priority 1 improved health and safety of our community.

Conflict of Interest

6. No person involved in the preparation of this report has any direct or indirect interest in the subject of this report.

Risk Assessment

7. The MFMP is an integral component of Council's risk management requirements.

Environmental Implications

8. The MFMP aims to help protect the environment from the risk of fire.

THE CITY OF
GREATER GEELONG

MUNICIPAL FIRE MANAGEMENT PLAN 2019-21



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Foreword

The purpose of this document is to chart the planned and co-ordinated implementation of measures that will minimise the occurrence, and mitigate the effect, of bushfire, grassfires, residential and industrial fires on the community

This plan seeks to reflect the direction emanating from the State sponsored Integrated Fire Management Planning (IFMP) project to deliver an increased integrated approach to all fire issues between agencies and the community. Through a continuous improvement philosophy of agencies and enhanced community feedback, the plan will progressively close the gap between identified risks and on ground treatments over the next planning cycle of three years.

Fire Management Planning (prevention and preparedness) is a vital component in the protection of life and property against loss caused by fire. No matter how well trained and equipped Fire Brigades are, the greatest factor in limiting fire damage is the extent to which Fire Management Planning measures have been carried out *before the event of fire*. This document also identifies plans relevant to the response and recovery phases of fire events.

To be effective, everyone in the community must practice fire prevention, and where it involves a number of people there must be coordinated planning. This document is designed to provide a strategy for the co-ordination of fire prevention measures. As well as being relevant to the community generally, it particularly concerns relevant public authorities such as the City of Greater Geelong, Department of Environment Land Water & Planning, Victoria Police, Regional Roads Victoria, Barwon Water, the Public Transport Corporation, Powercor, Work Cover, together with local Country Fire Authority Brigades and the Municipal Fire Management Planning Committee, when planning fire prevention for their areas of responsibility.

Senior representatives from all the agencies mentioned in the plan at a regional level and those representing their agencies formally on the MFMPC are required to formally sign off the plan.

The effect of this action is that these organisations are indicating that all the plans/risk treatments and their associated commitments in personnel and monetary or other resources are reflected in their organization priorities, budgets and works programs. The 'who, how, when, what, and where' of these commitments will be delivered as set out in the Municipal Fire Management Plan.

It is acknowledged that Council's Municipal Fire Prevention Officer's do not have the legislative authority to enforce other agencies to fulfil their obligations.

Martin Cutter

Chief Executive Officer

Authorisation and Endorsement

This Integrated Municipal Fire Management Plan (MFMP) was adopted by The City of Greater Geelong in partnership with the agencies listed below.

Martin Cutter	Rohan Luke	Andrew Morrow
Chief Executive Officer City of Greater Geelong	CFA Assistant Chief Officer South West	DELWP Assistant Chief Fire Officer
.....		
Date: / /	Date: / /	Date: / /

For and on behalf of the principle partners for the integrated implementation of the City of Greater Geelong Integrated Municipal Fire Management Plan:

Emma Miller-Olsen	Dene Ward
Regional Director Regional Roads Victoria	Network Safety & Bushfire Mitigation Manager Powercor
.....	
Date: / /	Date: / /
David Skurrie	Adrian Bickley
Municipal Emergency Resource Officer City of Greater Geelong	Snr Sergeant (MERC) Victoria Police
.....	
Date: / /	Date: / /
Robyn Bardin	
Municipal Fire Prevention Officer City of Greater Geelong	
.....	
Date: / /	

Document Control

Versions

[illegible]

Amendment Authorisations

Name	Position	Signature	Date
K Garde	MERO		

Section 1: Introduction 2019-21

AMENDMENT SUMMARY – SECTION 1

Version Number	Amendment Date	Change/ Reason for Change
01	March 2019	Date in Header updated to reflect current life of new plan. Added paragraph in Introduction, and removed paragraph on purpose of MFMP. Removed paragraph on VFFR urban environment. Added sentence on authority of plan re Committee plan. Other minor changes.

Section 1: Introduction

We live in a fire prone natural environment dictated by our climate of wet winters (which creates fuel) and hot dry summers. Fire management needs to be conducted with an understanding of both the role fire plays with the threats it can pose to life and property, in biodiversity maintenance and the management of our parks and forests.

Bushfires are a vital part of our natural environment, driving regeneration and maintaining the health of species and ecosystems. The combination of drought, climate change and unnaturally high fuel loads have created an unprecedented bushfire risk. The last decade has seen a dramatic increase in the number, size and severity of bushfires in Victoria, evidenced by the 2003 Alpine, 2006 Grampians, 2006/07 Great Divide fires, 2009 Black Saturday fires and the 2018 Gippsland fires.

The City of Greater Geelong also has the complexity of a large city and several large townships surrounded by rural land. The greater risk at this time in relation to fire is the built environment where the vast majority of fires occur.

Multi agency Municipal Fire Management Planning Committee (MFMP) members will co operatively develop collaborative planning including the aggregation of current plans as a basis for integrated Municipal Fire Management Plans (MFMP's) through:

- the implementation of common planning models and methodologies
- allocation of resources and accountabilities
- participation in common decision making through the committee process
- collaborative delivery of fire management activities
- cooperative engagement.

The MFMP, as a sub plan of the City of Greater Geelong Municipal Emergency Management Plan, is risk based and has been developed using principles outlined in the Integrated Fire Management Planning (IFMP) Framework and Guide, and the Guidelines for Municipal Fire Management Planning part 6A: Emergency Management Manual Victoria.

TABLE 3. IFMP ALIGNMENT WITH AS/NZS ISO 31000:2009	
Stage of the IFMP planning cycle	Relevant aspect of the AS/NZS ISO 31000:2009 Risk Management – Principles and Guidelines
Engagement Plan	Communicate and consult
Environmental Scan	Establish the context
Risk Assessment > Analyse	Identify the risk > Analyse the risk > Evaluate the risk
Decide > Publish	Determine and document treatment options
Deliver	Treat the risk
Monitor and Improve	Monitor and review

This plan seeks to capture the fire risks associated with the built environment that include the residential, retail and industrial precincts that are located throughout the municipality.

Where numbers of people gather or reside there is the increased risk of fire either through accidental or deliberate means.

Currently there are no approved tools available to assist Councils in identifying the areas of greatest risk or the scale of risk for the built environment, however this plan has relied on fire incident data for the municipality supplied by the CFA together with other available relevant data to inform this plan.

1.1 AUTHORITY FOR PLAN

This Municipal Fire Management Plan (MFMP) has been produced by and with the authority of the City of Greater Geelong Council pursuant to Section 20 of the *Emergency Management Act 1986*; and will be deemed to fulfil Section 55A of the *CFA Act 1958*. The MFMP is a sub plan of the City of Greater Geelong Council Municipal Emergency Management Plan (MEMP). The Municipal Fire Management Planning Committee (MFMP) is responsible for the preparation of the Municipal Fire Management Plan.

1.2 PERIOD OF PLAN

MFMP's have a three year planning cycle and this plan has been endorsed for a period of 12 months commencing from the date of Council adoption.

1.3 PLANNING PROCESS

It is acknowledged that the existing Municipal Fire Prevention Plan (MFPP) and the Municipal Emergency Management Plan (MEMPlan) were developed using the principles of risk management and have undergone several reviews to ensure their relevance and that they meet community needs and expectations.



Figure 2. Integrated Fire Management Planning process

This plan addresses both public and private land across the prevention, preparedness, response and recovery continuum. The integrated MFMP will be reviewed and updated annually to ensure it incorporates any new strategies, programs and tools developed by the State Fire Management Planning Committee (SFMP) and Barwon South West Fire Sub Committee to ensure it meets Council and community needs and expectations.

The initial planning process focused on a Municipal level identification and assessment of risks using the VFRR-B process predominately with a bushfire focus. The Municipal Fire Management Planning Committee (MFMP) then validated this work, completed an analysis that resulted in a range of measures to mitigate the risk. These measures, or treatments, were then linked to the appropriate agency plans.

Initial development of the plan has been undertaken by representatives of the various agencies that comprise the MFMP. A list of the current membership of the MFMP is at Attachment 6.1.

The MFMP is not designed to be a duplication of existing plans rather it is to consolidate and coordinate the significant range of plans that exist within City of Greater Geelong that relate to fire.

The MFMP will meet the requirements of Section 55A (Municipal Fire Prevention Plans) of the *CFA Act 1958*.

1.4 COMMUNITY AND ORGANISATIONAL ENGAGEMENT PROCESS

The ability of a community to respond to a fire event and in turn recover from the effects of such an event will depend on the attitude and preparedness of the people affected. Obtaining the preferred response from people during a fire event will require community and organisational engagement, education and awareness programs to be implemented for this purpose.

Section two of this plan details the process undertaken in relation to stakeholder engagement and communications, including the implementation of the City of Greater Geelong MFMP.

Section 2: Engagement and communications 2019-21

AMENDMENT SUMMARY – SECTION 2

Version Number	Amendment Date	Change/ Reason for Change
01	March 2019	Change of years in heading to reflect current span of plan. Additions and alterations to MFMPC members (2.1).

Section 2: Engagement and communications

2.1 MFMP ENGAGEMENT AND COMMUNICATIONS

The production of the City of Greater Geelong MFMP is a collaboration by the members of the MFMPC made up of representatives from the City of Greater Geelong, CFA, DELWP, Victoria Police, Parks Victoria, Regional Roads Victoria, Barwon Water, the Borough of Queenscliff and others.

As a sub-plan of the City of Greater Geelong Municipal Emergency Management Plan (MEMPC) the MFMP was then presented to the MEMPC a committee with broader representation that includes VICSES, DHHS, as well as the aforementioned City of Greater Geelong, & CFA.

Community and organisational engagement is undertaken to inform the planning process by identifying areas of risk; values to be protected and community and organisational fire management needs.

The City of Greater Geelong MFMPC Communications Strategy has been developed to enhance communication and stakeholder engagement using IAP2 principles outlined below.

Inform

Provide appropriate detailed and accurate information to assist stakeholders develop a shared understanding of the complexity of issues, alternatives and possible solutions.

Consult

Utilise stakeholder expertise and diversity to obtain input into analysis, alternatives and develop key decisions.

Involve

Work directly with the suite of key stakeholders throughout the various processes to ensure key issues and intent are understood and considered.

Collaborate

Partner with key stakeholders in each aspect of decision making. This includes the development of alternatives, the identification of contributions and priority actions with a clear understanding of the responsibilities of each stakeholder.

Empower

Foster and promote transparent and accountable processes that allow each stakeholder organisation to empower themselves through key actions and the implementation of responsibilities.

Section 3: Summary of the Environmental Scan 2019-21

AMENDMENT SUMMARY – SECTION 3

Version Number	Amendment Date	Change/ Reason for Change
01	March 2019	Amended date in heading to reflect current span of plan. Updated 3.4 climate data. Removed last sentence 3.5 re population. Removed table in 3.6 and minor amendments to text. Removed table in 3.7 and minor amendments to text. Removed table in 3.7 and removed paragraph re graph. Completely removed 3.7.1 growth projection. Added wording re latest information still available. (Pge 23) Removed paragraph in 3.10 on built environment, minor alterations. Removed 12 paragraphs of information 3.11 Hoarding Removed Notes 2 & 3 and italic paragraphs from 3.12 Vulnerable People Removed 2 paragraphs from 3.13.2 What is Dangerous Goods Removed entire section 3.13.3 Changed dates for FIRS Data 3.15, added sentence on largest amount of house fires, Removed word Bush from above Fire History Added 6 examples of fires to Fire History 3.15 Deleted table 3.15.1 and replaced with new table

Section 3: Summary of the Environmental Scan

3.1 LOCATION AND LAND TENURE

The City of Greater Geelong is located in south-western Victoria, about 75 kilometres south west of Melbourne. The City of Greater Geelong is bounded by the Moorabool Shire and Wyndham City in the north, the Borough of Queenscliff in the east, Bass Strait in the south and Surf Coast Shire and Golden Plains Shire in the west.

The City of Greater Geelong is a rural, residential, resort, industrial and commercial area. Geelong is the largest regional city in Victoria and the leading commercial centre for south-western Victoria. The City encompasses a total land area of around 1,250 square kilometres. Over two-thirds of the population live in the urban areas. The City includes the historic coastal townships and resort areas of Barwon Heads, Indented Head, Ocean Grove, Portarlington and St Leonards.

The City of Greater Geelong includes the suburbs, townships and rural localities of Anakie (part), Armstrong Creek, Avalon, Balliang (part), Barwon Heads, Batesford (part), Bell Park, Bell Post Hill, Bellarine, Belmont, Breakwater, Breamlea, Ceres, Charlemont, Clifton Springs, Connewarre (part), Corio, Curlewis, Drumcondra, Drysdale, East Geelong, Fyansford, Geelong, Geelong West, Grovedale, Hamlyn Heights, Herne Hill, Highton, Indented Head, Lara, Leopold, Little River (part), Lovely Banks, Manifold Heights, Mannerim, Marcus Hill, Marshall, Moolap, Moorabool, Mount Duneed (part), Newcomb, Newtown, Norlane, North Geelong, North Shore, Ocean Grove, Point Lonsdale (part), Point Wilson, Portarlington, Rippleside, South Geelong, St Albans Park, St Leonards, Staughton Vale, Swan Bay, Thomson, Wallington, Wandana Heights, Waurn Ponds and Whittington.

3.2 NATURAL ENVIRONMENT

Geographically, the heart of the Region comprises the Victorian Volcanic Plain, with the Central Highlands to the north and the Otway Ranges to the south. Bounded by Corio Bay and the Barrabool Hills, Geelong is characterised by extensive basalt plain grasslands to the north, extending to the landmark peaks of the You Yangs and the Brisbane Ranges. The Bellarine Peninsula and parts of the south-west coast are typified by undulating hills that extend through to coastal dunes.

3.3 VEGETATION

A large and diverse range of flora communities characterises the Region and is influenced by the local soil types and the spatially and temporally variable rainfall patterns. Eucalypts dominate on the higher ground.

Grassland communities exist on the plains and ridges of the central valley developed after the (geologically recent) creation of the Volcanic Plain. Rainfall increases in the north with altitude, and the natural vegetation is mainly open woodland.

European colonisation has led to significant changes in land use. This includes the removal of grassland communities for crops and introduced pastures, woody vegetation removal for agriculture, the use of woodlands and native hardwood forests for construction timber, firewood and gold mining requirements, and more recently the introduction of exotic plantation forests.

Today, remnant native vegetation is primarily forest, while scrubs, grasslands, heaths and woodlands are much depleted. Approximately half of the remaining native vegetation in the Region is on private land or along roadsides, streams or disused rail lines. Seventy per cent of this vegetation is rare, endangered or vulnerable.

3.4 CLIMATE AND WILDFIRE SEASON

The typical/average climate in the City of Greater Geelong MFMPC area is as below;

- Summer 28.5 (max) 15.1 (min)
- Winter 15.1 (max) 6.2 (min)

- Average Rainfall (mm) 307.9 (Dec 2017 – Nov 2018)
(Source:<http://www.geelongweather.com/wxtempseason.php?r=wxtempseason.php>)

The bushfire season is generally from late October through to late March during spring and summer. The start of normal fire seasons coincides with strong north-west to south-west winds, which often prevail during this period. The majority of serious bushfires occur from this period when the normal rainfall pattern has been interrupted by drought.

Dangerous bushfire seasons are most commonly associated with two or more of the following factors in combination:

- Occurrence of an extended drought period
- Multiple lightning strikes associated with dry thunderstorm activity in mountainous areas.
- NW to SW wind patterns in spring and summer.
- Lower than average rainfall in association with a negative El Nino Southern Oscillation cycle.

3.5 POPULATION AND DEMOGRAPHIC INFORMATION

Demographic profile and forecast data highlights some of the more complex issues faced by the Municipality and that must be taken into consideration in Fire Management Planning as we move forward into the future. The estimated population growth across the City of Greater Geelong and the risks associated with this estimated growth will be a major driver in how the City is to respond to its responsibility and obligation in Fire Management.

3.6 HOW MANY WILL LIVE HERE

Census figures indicate a projected increase in population of 61,660 by the year 2036 and an anticipated extra 28,423 dwellings within the City of Greater Geelong. Data suggests that people will settle in the suburbs at the edge of the city where there is provision for expansion, new suburbs such as Armstrong Creek as well as the rural townships.

The table on the following page gives a snapshot of where we believe the population growth will occur across the municipality.

The table below lists the estimated population growth by suburb using the 2011 Census data as the base line. The red figures outline the increase in population per suburb. This population growth presents a very real challenge to fire management for the City of Greater Geelong moving forward.

(Please note the projections have not changed since this table was created)

3.6.1 Suburb Estimated Population 2011 - 2036

Area Name	2011	2016	2021	2026	2031	2036	Total change
City of Greater Geelong	215,836	234,999	256,538	277,920	299,274	320,791	+104,955
Armstrong Creek	174	3,302	8,276	13,539	18,363	22,496	+22,321
Barwon Heads - Connewarre - Breamlea	4,137	4,493	4,619	4,685	4,738	4,829	+692
Bell Park	4,999	5,320	5,794	5,897	5,988	6,069	+1,070
Bell Post Hill	5,173	5,203	5,282	5,394	5,482	5,597	+424
Belmont	13,900	14,262	14,533	14,774	15,094	15,710	+1,809
Clifton Springs	7,632	7,683	8,424	9,075	9,452	9,617	+1,985
Corio	15,541	15,256	15,006	14,915	15,083	15,061	-481
Curlewis	283	1,367	2,585	3,988	5,265	6,304	+6,022
Drysdale - Bellarine	4,096	4,482	4,958	5,428	5,913	6,459	+2,363
East Geelong	3,939	3,971	4,012	4,018	4,034	4,093	+154
Geelong - South Geelong - Drumcondra	6,465	7,050	7,788	8,374	9,007	9,626	+3,161
Geelong West - Manifold Heights	9,463	9,873	10,082	10,009	9,968	9,988	+525
Grovedale	14,462	14,779	15,264	15,467	15,637	16,322	+1,860
Hamlyn Heights	6,206	6,499	6,662	6,801	6,899	6,993	+788
Herne Hill - Fyansford	3,572	3,660	4,085	4,647	5,525	6,120	+2,548
Highton - Wandana Heights - Ceres	19,375	20,993	22,949	23,906	23,967	23,852	+4,477
Lara	14,147	16,004	17,374	19,051	21,103	23,522	+9,375

Area Name	2011	2016	2021	2026	2031	2036	Total change
Leopold	10,223	12,646	13,750	14,811	16,070	17,364	+7,141
Lovely Banks - Batesford - Moorabool	2,627	2,676	2,722	3,232	4,403	5,657	+3,030
Marshall - Charlemont	1,839	2,659	4,445	6,289	7,632	9,249	+7,410
Mount Duneed	240	738	2,322	4,772	7,377	10,670	+10,430
Newcomb - Moolap	5,773	6,114	6,484	6,613	6,647	6,672	+899
Newtown	10,030	10,505	10,421	10,478	10,685	11,011	+981
Norlane - North Shore	8,588	8,979	9,271	9,655	10,039	10,287	+1,699
North Geelong - Rippleside	3,403	4,052	4,409	4,503	4,502	4,521	+1,118
Ocean Grove	12,907	14,071	14,942	15,575	16,234	16,959	+4,052
Portarlington	3,401	3,769	4,090	4,456	4,771	5,075	+1,674
Rural Bellarine Peninsula	2,588	2,887	3,384	4,074	4,482	4,684	+2,096
Rural North	1,708	1,787	1,905	2,002	2,077	2,153	+445
St Albans Park	5,063	5,092	5,133	5,273	5,354	5,427	+364
St Leonards - Indented Head	3,109	3,581	4,100	4,623	5,129	5,627	+2,519
Thomson - Breakwater	2,654	2,772	2,815	2,860	2,898	2,949	+294
Waurin Ponds	3,992	4,333	4,440	4,539	5,226	5,541	+1,549
Whittington	4,126	4,143	4,209	4,198	4,230	4,289	+163

(Source: www.id.com.au/forecast/geelong)

3.7 LONE PERSON HOUSEHOLDS

A concerning statistic that has emerged and which must be considered when planning fire management strategies into the future is the increase by the year 2036 of the amount of households that will have a single occupant residing there. This increase can be attributed to a variety of causes but the single largest contributing factor to this increase will be the ageing population in our region. It is anticipated that by 2036 there will be some 37,664 households in the City of Greater Geelong across all suburbs and townships that have a single occupant residing in a household. This will be an increase of 5,572 single person households.

Increases in structural and vegetation fires in outer urban environments, whether accidental or deliberate, can be expected as a result of rapid population growth. Possible increases in the number of elderly residents living alone presents a challenge for all authorities due to the physical, emotional and mental capacity for the elderly to be fire safe and to respond to a fire situation. Improvements in education, targeting the at-risk groups and connecting with agencies currently working with this demographic may help to mitigate this risk.

3.8 OWNING / RENTING

The statistics in the table on the next page reflect the ownership status of dwellings within the municipality and demonstrates that just under a third of all dwellings with the City of Greater Geelong are rental properties. (This is reflective of the national average). This data can help fire management planners as we look for any evidence of a correlation to house fires and property tenure and if so what strategies can be implemented to mitigate this.

The issue of rented accommodation and fire mitigation is one item that needs to be placed on the agenda of Fire Management practitioners for discussion around how best to engage all owners, occupiers, real estate agents, landlords and other rental agents/authorities. The CFA have commenced some works in this area.

City of Greater Geelong	2011		2016		Change
Tenure type	Number	%	Number	%	2011 to 2016
Fully owned	29,392	35.2	30,488	33.2	+585
Mortgage	27,827	33.4	29,844	32.5	+2,017
Renting	21,229	25.5	24,381	26.6	+3,152
Renting - Social housing	3,475	4.2	3,305	3.6	-170
Renting - Private	17,293	20.7	20,655	22.5	+3,362
Renting - Not stated	461	0.6	421	0.5	-40
Other tenure type	688	0.8	724	0.8	+36
Not stated	4,253	5.1	6,374	6.9	+2121
Total households	83,389	100.0	91,811	100.0	+8,422

(Source <http://profile.id.com.au/geelong/tenure>) &

(Source: Australian Bureau of Statistics, Census of Population and Housing 2011 and 2016)

When the above information is broken down into suburb by suburb (see table below) it is interesting to note those areas that have a high proportion of rental properties and in particular Government (Social) rental properties also have a higher than average incidence of fire occurrences.

The CFA data demonstrates a correlation between those suburbs with a high percentage of Government rental homes and quantities of fires per suburb.

It is not surprising to note that the suburbs listed with the lowest scores on the Socio-Economic Index for Areas (SEIFA) of Disadvantage within the City of Greater Geelong are also those suburbs with the highest percentage of Government

rental accommodation. The suburbs with the lowest SEIFA index of disadvantage are Norlane Nth Shore, Whittington, Thomson and Corio. (Refer Attachment 13 for more information on SEIFA Index).

3.8.1 Housing Statistics by Suburb

Area	Owned	Mortgage	Social Housing	Renting Private	Renting not stated
City of Greater Geelong	30488	29844	3305	20655	421
Barwon Heads ABS State Suburb	606	482	34	218	7
Bell Park ABS State Suburb	822	550	62	528	6
Bell Post Hill ABS State Suburb	842	539	32	380	7
Belmont ABS State Suburb	2015	1797	182	1723	14
Clifton Springs ABS State Suburb	1254	1076	0	505	0
Corio ABS State Suburb	1580	1615	513	1498	17
Drysdale ABS State Suburb	805	583	11	253	8
East Geelong ABS State Suburb	525	537	39	402	0
Geelong - South Geelong	848	674	61	1027	17
Drumcondra ABS State Suburbs					
Geelong West ABS State Suburb	777	900	134	988	3
Grovedale - Marshall ABS State Suburbs	2234	2517	249	1362	14
Hamlyn Heights ABS State Suburb	909	794	26	650	0
Herne Hill ABS State Suburb	445	461	30	535	3
Highton ABS State Suburb	2521	2255	72	1310	13
Lara ABS State Suburb	1579	2452	53	1122	8
Leopold ABS State Suburb	1443	1778	19	696	8
Manifold Heights ABS State Suburb	320	351	16	301	0
Newcomb - Moolap ABS State Suburbs	1020	927	76	760	3
Newtown ABS State Suburb	1443	1212	72	959	6
Norlane - North Shore ABS State Suburbs	881	675	779	959	28
North Geelong - Rippleside	391	390	70	439	4
ABS State Suburbs					
Ocean Grove ABS State Suburb	1987	1827	30	1012	15
Portarlington ABS State Suburb	768	275	17	353	7
Rural North	575	575	13	228	4
Rural South	910	1373	0	491	14
St Albans Park ABS State Suburb	613	775	78	331	4
St Leonards - Indented Head ABS State Suburbs	784	357	0	341	16
Thomson - Breakwater ABS State Suburbs	327	286	181	360	4
Wandana Heights ABS State Suburb	282	291	13	64	0

Area	Owned	Mortgage	Social Housing	Renting Private	Renting not stated
Waurm Ponds ABS State Suburb	506	1094	15	344	0
Whittington ABS State Suburb	475	406	269	323	11

(Source www.id.com.au/profile/geelong)

3.9 SEASONAL POPULATION INCREASES

Peak Overnight Population - Geelong Otway Region (December 2016 - January 2017)

Area	Permanent Population	Population Holiday Homes	Population Caravan Parks, Cabins & Camping Sites	Population Hotels, Motels, Apartments, Units & B&Bs	Peak Overnight Population (i)
CITY OF GREATER GEELONG & BOROUGH OF QUEENSCLIFFE					
Urban Geelong	184,578	39,066	4,251	4,091	231,986
Bellarine Peninsula:					
Barwon Heads/Breamlea	4,035	4,521	2,713	390	11,659
Clifton Springs/Drysdale	13,352	3,445	0	46	16,843
Indented Head	1,135	3,516	980	4	5,635
Ocean Grove	14,161	10,915	6,524	244	31,844
Portarlington	3,619	6,088	6,117	119	15,943
St Leonards	2,480	6,476	532	28	9,516
Point Lonsdale (Borough of Queenscliff)	2,684	6,841	775	198	10,498
Queenscliff (Borough of Queenscliff)	1,317	306	1,829	775	4,227
Other Rural – Bellarine Peninsula	2,312	639	500	30	3,481
Total Bellarine Peninsula	45,095	42,746	19,970	1,834	109,645
Other Rural Geelong areas	3,753	3,964	435	22	8,174
Total Geelong & The Bellarine					
(Source The City's Economic Development unit)					
(i) All data in Peak Overnight Population table are estimates only					

The above seasonal population increase data obtained from the City's Enterprise Geelong Unit indicates that during the peak summer season the population for City of Greater Geelong and Borough of Queenscliff increases by a total of 109,645 people. This population increase must also be taken into account when agencies plan their fire mitigation strategies. These people may or may not have knowledge of how to behave in a fire event, knowledge of the local area (including fire behaviour), let alone have any fire plan prepared. This data is still the most up to date information available.

3.10 BUILT ENVIRONMENT

The City of Greater Geelong with its large city, several townships, large industrial zones, multiple retail areas, port facility, airport, rail corridors, 60+ service stations and major road network presents a challenge when looking to understand and plan for the actual fire risk.

The City also has five permanently staffed CFA stations (Geelong City, Corio, Belmont, Ocean Grove & Lara) and in total 23 individual CFA brigades operate either entirely or partly within the CoGG boundary. A map of CFA brigade boundaries and fire stations is located in Attachment 7 Maps.

Residential dwellings must be fitted with smoke detectors in accordance with the building regulations. These regulations outline the responsibility for installation and maintenance of new homes to have hardwired smoke detectors and existing homes can have battery powered smoke detectors.

There are no other fire requirements for a single dwelling other than if the building is within one metre of the boundary of the property. In this situation the wall must have a fire rating in accordance with the Building Regulations 2006 And the Building Code Australia.

For all other classes of buildings other requirements will apply and owners of these other classes of buildings should check with their builder, architect or City of Greater Geelong Building Department.

3.11 HOARDING

Hoarding is a public health issue across the City of Greater Geelong municipality. Council recognises that a collaborative approach, with a number of health and support services, is required to support a person with hoarding.

The Fire Prevention Unit can only become involved in properties, that by the nature of items placed outside of the dwelling, i.e. in the yards, that constitute a fire hazard. *The CFA Act* makes it clear in Section 41 (1) (a) that a fire prevention notice may be served 'on that land', other than a building or in a building.

It is clear that any property occupied by a resident with hoarding presents an increased risk to themselves, adjoining properties, emergency service personnel and service providers attending at the property.

Hoarding presents access issues due to clutter preventing entry to and exit from the property. In the event of a fire, this causes significant challenges to both the resident and responding fire personnel. Additionally, there may be an increased risk of fire due to disconnected utilities with unauthorised repairs by the resident, resulting in poor cooking, heating or lighting being used. Such unauthorised repairs are carried out due to a reluctance of the resident to allow services to access the property.

Properties cluttered with possessions greatly increase the fuel load and the intensity at which a fire will burn at, consequently, this will have implications on both the resident and the emergency fire personnel.

The City of Greater Geelong have a number of properties where the resident has hoarding. From a fire management perspective some of these properties clearly have external clutter.

3.12 VULNERABLE PEOPLE/FUNDED FACILITY DETAILS

During 2011, the in-the-cloud software program 'MECC Central' (now known as Crisis Works) became available for municipalities to purchase. Most Victorian councils purchased the software. The software has been improved since its release and now it's the platform that stores the Vulnerable Persons Register (VPR) and the Funded Facility spreadsheet.

Vulnerable Persons Register (VPR)

Agencies that deliver services to residents whom reside in their homes uploaded key information about the resident onto the VPR, provided that they meet the vulnerability criteria and give their consent to be included on the VPR. It's the responsibility of the service providers to maintain the details on the Register. VicPol Officers use this information during an emergency event where evacuation is recommended by the Incident Controller.

Funded Facilities

Funded Facilities are those facilities where vulnerable individuals may be located (other than in their own homes) e.g. nursing homes, kindergartens etc. Part 11, Appendix J of the Municipal Emergency Management Plan contains a

spreadsheet of funder facilities that may contain vulnerable individuals. Council maintains the Funded facility Spreadsheet. However, it should be noted that the most current spreadsheet is held on the Crisis Works website rather than Appendix J of the MEMPlan. Victoria Police should always access Crisis Works in the first instance in order to obtain information on Vulnerable People.

Notes:

1. Access to Crisis Works is restricted and access to the VPR contains another level of security;

3.13 HAZMAT / HAZCHEM

3.13.1 Hazardous Materials Incident

A hazardous materials incident involves the actual or impending spillage or release of a hazardous material, in sufficient quantity to pose a danger to life, property or the environment. A hazardous materials incident may occur during manufacture, use, handling, transport or storage of hazardous materials.

(Source <http://www.cfa.vic.gov.au/firesafety/buildingandregulations/dangerousgoods/dq-definition.htm>)

The title Hazmat or Hazchem, although understood by emergency management practitioners, may not necessarily be understood by those outside the emergency response field. The term hazmat in fact can be misleading as there are two distinct issues; Dangerous Goods and Hazardous Substances.

'Hazardous Substances' and 'Dangerous Goods' should not be confused as each is classified according to different criteria. Hazardous Substances are classified only on the basis of health effects (whether they be immediate or long term), while dangerous goods are classified on the basis of immediate physical or chemical effects, such as fire, explosion, corrosion and poisoning, affecting property, the environment or people.

Hazardous substances and dangerous goods are covered by separate legislation, each focusing on controlling the different risks described above. Since many hazardous substances are also classified as dangerous goods, the requirements of both pieces of legislation will apply in these cases. While there may be overlaps in the classification of many substances, each piece of legislation compliments the other, effectively ensuring the comprehensive control of all risks.

(Source: Occupational Health and Safety Act 1985 Code of Practice for Hazardous Substances No. 24, 1 June 2000)

(This code of practice is approved under section 55 of the Occupational Health and Safety Act 1985)

3.13.2 What are dangerous goods?

Dangerous goods are substances that may be corrosive, flammable, explosive, spontaneously combustible, toxic, oxidising, or water-reactive. These goods can be deadly and can seriously damage property and the environment. Therefore, it's important that they are stored and handled safely.

The Storage and Handling Regulations are concerned with the harm or injury to people and damage to property arising from:

- an explosion, fire, harmful reaction or the evolution of flammable, corrosive or toxic vapours involving dangerous goods; or
- the escape, spillage or leakage of any dangerous goods.

The Dangerous Goods Act 1985 set out the general duties for the manufacture, storage, transport, transfer, sale and use of dangerous goods and the import of explosives into Victoria. The Act also enables regulations to be made about dangerous goods.

The Dangerous Goods (Storage & Handling) Regulations 2000 set out specific duties for people who manufacture, import, supply, store or handle dangerous goods. Section 45(1) of the Act states that failure to comply with regulations made under the Act is an offence.

The City currently has four recognised Major Hazard Facilities (MHFs) located within its boundary and also has 125 sites within its boundary that exceed the Manifest/Notification quantities of schedule two of the Dangerous Goods (Storage & Handling) Interim Regulations 2011.

Of these 125 sites, 82 sites are located in Industrial 2 Zones (Heales Road Lara, Nth Shore/Nth Geelong, Corio Quay) and 43 sites are located in Industrial 1 Zones (Nth Geelong, Breakwater, Moolap Grovedale).

A list of the six recognised Major Hazard Facilities is included in this plan as Attachment 2. A non exhaustive list of other facilities that currently store dangerous goods or hazardous substances has also been added to this list. This list will be added to and amended in future iterations of the plan.

It is important to note that only those sites who store over the Notification quantity and have complied with the regulations are known, those sites that store dangerous goods that have not complied or store a lesser than notifiable quantity are not currently known and nor is there a legal requirement to notify any agency of the storage of these goods.

3.14 INDUSTRIAL ZONES

In the Council's Planning Scheme, industrial zoned land falls within one of three zones: Industrial 1 Zone (IN1Z), Industrial 2 Zone (IN2Z) and Industrial 3 Zone (IN3Z).

Planning Zone	Description
IN1Z	The purpose of the IN1Z is to provide for manufacturing industry, the storage and distribution of goods and associated uses in a manner which does not affect the safety and amenity of local communities.
IN2Z	The purpose of the IN2Z is to provide for manufacturing industry, the storage and distribution of goods and associated facilities in a manner which does not affect the safety and amenity of local communities; to promote manufacturing industries and storage facilities that require a substantial threshold distance within the core of the zone; and to keep the core of the zone free of uses which are suitable for location elsewhere. <i>It would be in the IN2Z zone that we may expect to find the heavier industries and the industries with storage of dangerous goods and hazardous substances as they require a buffer zone from residential areas.</i>
IN3Z	The purpose of the IN3Z is to provide for industries and associated uses in specific areas where special consideration of the nature and impacts of industrial uses is required to avoid inter-industry conflict: to provide a buffer between the Industrial 1 Zone or Industrial 2 Zone and local communities, which allows for industries and associated uses compatible with the nearby community; and to ensure that users do not affect the safety and amenity of adjacent, more sensitive land uses.

3.15 FIRE HISTORY

Current Fire and Incident Reporting System (FIRS) data has been supplied by the Country Fire Authority District 7 as at October 2018 and can be found in the table on pages 28-30 of the plan.

Fire history of City of Greater Geelong and surrounds

The Geelong region has a substantial bushfire history. This is because of its proximity to the Otway Ranges, Brisbane Ranges and large areas of grassland. Fires generally result from lightning strikes or by human carelessness, accident or wilfulness. According to CFA data, annually the City of Greater Geelong Council area has the highest occurrence of house fires in the State of Victoria.

Some of the more serious incidents are listed as follows:

- 6 February 1851, 10 people lost their lives along with extensive property and stock losses as fires were reported along the Moorabool Valley, Barrabool Hills and down to Barwon Heads. The unofficial maximum temperature that day was stated as 114 degrees F (45.6 degrees C)
- 8 January 1969, fire involved the areas of Lara and Little River and 18 people lost their lives, including 10 at Lara and 44 homes at Lara were destroyed. Eight people lost their lives on the Princes Highway near the 34 mile post. Little River experienced two grass fires in 1977 that destroyed around 2000 hectares each.
- In 1982, 500 hectares of grass and stubble was destroyed in Anakie east.
- 16 February 1983, the Ash Wednesday conflagration devastated areas to within about 20kms of the urban area, and a number of other fires have actually burnt into parts of outer suburbs, notably Lara.
- A major fire occurred on the 14 January 1985, commencing south east of Anakie, burning the You Yangs and was contained at the Princes Freeway. Two farms incurred losses of houses and outbuildings. There were associated heavy stock losses as well as fencing in the Staughton Vale/Anakie, Lara and Little River areas. Two lives were lost.
- In early 1997 a fire burnt the Ocean Grove Reserve and was of concern due to its proximity to the residential area of Woodlands Estate. (Garde K, 2006 CoGG Municipal Emergency Management Plan)
- In January 2006 a fire occurred in the Brisbane Ranges. Specifically the Anakie fire losses included: 6708 hectares within a perimeter of 63 Kilometres, 3 houses destroyed, 2 houses partially damaged, 1 hall and 3 woolsheds and 28 significant buildings destroyed. 160km of fencing, 858 sheep, 25 cattle and 5 poultry destroyed.
- Jan 2013, Lt River Ripley Road Grass Fire.
- Jan 2014, Lara & Point Wilson Grass Fires.
- Feb 2014, Ceres Grass Fire (49ha).
- Feb 2014, Geelong 'Gas Gate' gas leak, Corio – a main valve that controls gas supply to Geelong, the Bellarine Peninsula and south Western Victoria suffered mechanical failure that permitted gas to escape. Neighbouring properties were evacuated as a safety precaution.
- 2017/18 Multiple house fires resulting in loss of life
- 2018 Boat fire resulting in loss of life
- 2018 Fire at SKM recycling centre
- 2018 2 small fires at the Broderick Road Recycling Centre
- 2019 Supermarket fire Hamlyn Heights entire structure lost
- 2019 A fire at a Recycling Centre Staceys road Lara
- 2019 A grass fire in Mount Duneed (escaped stubble burn)

3.15.1 FIRS Data

The table below is taken from fire incident statistics from July 2017 – June 2018 and can help to give a snap shot of where our fires are occurring within the City and what type of fires occur in the built environment. The statistics available do not reflect any Hazmat incidents.

Suburb	Explosion	Rubbish, Dumpmaster, or Bin	Small Veg	Large Veg	Vehicle	Fence	Transformer / Power Pole	Dwelling	Controlled Burn	Unauthorised Burning	False Alarm	Total fire by Suburb
Anakie		1		1	2						1	5
Armstrong Creek		1	2		2		1	4	2		1	13
Avalon			2		6			1	2		1	12
Balliang			1	1						2		4
Barwon Heads								2	1			3
Batesford					5				2			7
Bell Park		4	1		2			7				14
Bell Post Hill		4	2		2			3				11
Bellarine										1		1
Belmont		13	9		6	2		5	1		2	38
Breakwater		3	1		8			3				15
Breamlea												
Geres			1		1							2
Charlemont		1	1		3					2		7
Clifton Springs		2			5		1	2		1	1	12
Connewarre			2	1	1				1			5
Corio	2	46	19		17		1	21	1		11	118
Curlewis			1		1	1			1		2	6
Drumcondra												

Drysdale		4		2	3	1	1	1	1	13
East Geelong	4	3		2		2			1	12
Fyansford	1		1	5						7
Geelong	35	3	1	5	1	9			20	74
Geelong West	7			1	1	5		1	1	16
Grovedale	16	13	1	3	1	1		1	2	38
Hamlyn Heights	3	1		1	1	2	1			9
Herne Hill	1					1		1		3
Highton	2	3		5	2	6			1	19
Indented Head		1								1
Indented Head		1								1
Lara	24	13	2	10		10	7	1	8	75
Leopold	1	2	4	3	1	1	2	1	4	19
Little River	5	5	4	11		2	8	5	1	41
Lovely Banks										
Manifold Heights						2				2
Mannerim		1	1							2
Marcus Hill	1	2				1	1			5
Marshall	1			2		2	2	4		11
Moolap	1	3	1	5		2	4			16
Moorabool	2			4						6
Mount Duneed		1		3		1		2	2	9
Newcomb	4			2	1	5	1		2	15
Newtown										
Norlane										
North Geelong	9	4		8	1	6	1	1	3	33

North Shore	3	2	3	1						1	10
Ocean Grove	8	5	3	1	17					4	38
Point Lonsdale	1				1					3	5
Point Wilson	1		1							1	3
Portarlington	1	4		1	4	2	2			6	20
Rippleside											
South Geelong	1	3	1	2	5						12
St Albans Park	4		2							1	7
St Leonards		1	3		1	1	2				8
Staughton Vale											
Swan Bay			1		2		1				4
Thomson											
Wallington	1	2	3	1	3	1					11
Wandana Heights	1									1	2
Wauru Ponds	1	2	3	6	1	7	2			3	25
Whittington		11	4	3	1	6				1	26
Type of Fire	5	229	125	14	159	9	18	152	45	29	86
Totals											

(Source CFA FIRS Data supplied by CFA October 2018)

3.16 BREAMLEA

The Breamlea township is a small community of approximately 100 houses nestled in coastal sand dunes about 30 kilometres south of Geelong. To the north, the township is bounded by the saltmarsh and estuarine environment of Thompsons Creek with the latter managed by Parks Victoria. The coastal topography at Breamlea is dominated by primary sand dunes that form a ridge from near Point Impossible to the lava flows at Black Rocks.

The town is a popular coastal recreation area and the population increases by many hundreds during the Fire Danger Period, thus increasing the potential for ignition of fires. In the event of a wildfire in Breamlea township there is a high probability of life and asset loss due to the combination of population density and vegetation adjacent to residences.

Fire suppression is made more difficult due to the single access route in to the township. There is potential danger to fire fighters in the narrow and vegetated road surrounds and inadequate water supply to attack a wildfire.

In an effort to address the problem of congested roads over the summer period the City of Greater Geelong in consultation with the Breamlea Community have developed a Traffic Management Plan for Breamlea.

The Breamlea Township and its environs have two planning overlays being a Bushfire Management Overlay and an Environmental Significance Overlay.

Breamlea was previously listed in the VFFR as a high risk but has now been removed from the VFFR after Phoenix modelling indicated that a fire will not run into the township due to the creek and saltmarsh area to the north and west of the township.

Section 4: Municipal fire management objectives 2019-21

AMENDMENT SUMMARY – SECTION 4

Version Number	Amendment Date	Change/ Reason for Change
01	May 2019	The objectives of the previous plan was removed and replaced with the objectives and outcomes as detailed in the Barwon South West Regional Strategic Fire Management Plan

Section 4: Municipal fire management objectives

4.1 ALIGNMENT TO REGIONAL OBJECTIVES

The Barwon South West Fire Sub Committee has reviewed the objectives and identified the following priority regional values at risk from bushfire following the PIPE\$ model. These values are listed in the Barwon South West Strategic Fire Management Plan 2016:

P - People

- Community assets. Including community houses, hospitals, school, caravan parks, accommodation facilities and commercial outlets
- Townships. Including coastal, hinterland and urban (interface)
- Vulnerable communities. Such as tourists, older people, disabled people, absentee homeowners, Aboriginal and Torres Strait Islanders (ATSI) and Culturally and Linguistically Diverse (CALD)

I – Infrastructure

- Essential services. Including water and energy supply, telecommunications and sewage systems
- Hospitals and social infrastructure
- Regionally significant roads and bridges

P – Public Administration

- Capability and capacity for agencies, councils and service providers to be maintained before during and after bushfire events
- Health services
- Cross agency planning and response

E – Environment and Cultural Heritage

- National Parks including indigenous flora, fauna and sites of significance
- Water Quality e.g. water catchments and environmental systems for ecological benefits and potable use
- Listed/significant environmental assets including RAMSAR wetlands
- Threatened species and communities, regionally significant wetlands etc. Cultural heritage
- Indigenous heritage sites
- European heritage sites
- Historic townships

\$ - Economic

- Major Industries
- Farming
- Road, rail, shipping ports and airports

4.2 OUTCOMES

The primary outcomes of this Plan are aligned to the regional outcomes as follows:

- Planning Together (Increased participation by the fire management stakeholders including the community)

- Support Community Based Planning (Increased community ownership of fire management planning)
- Building Knowledge and Capacity (Increased capability and interoperability between fire management stakeholders and government)
- Planning Together (Increased Coordination within and across planning levels)
- Planning Together (Increased collaboration in the monitoring and review of plans)
- Implementing Collaboratively & Using Fire (Fire Risks and their Treatments are collaboratively identified, agreed and implemented)

This MFMP is a strategic document that identifies communities and assets at risk through an Environmental Risk Scan and is a sub-plan of Council's MEMP, using the VFRR-B tool to identify assets at risk from bushfire and current treatments to reduce this risk. Treatments include such tasks as hazard reduction, community education, fuel management, property planning and preparedness programs, building control, enforcement etc.

The CFA Act 1958 has set a number of requirements in sections 55A and 43

- To prevent the occurrence of fire and to minimise the danger of the spread of fire on and from, any land, road or property vested in it or under control, care or management of the City of Greater Geelong
- To identify areas, buildings and land use in the City of Greater Geelong which are at particular risk in case of fire
- To specify how each risk is to be treated;
- To specify who is responsible for treating those risks.

4.3 LINKS TO OTHER BUSINESS AND PROGRAMS

www.cfa.vic.gov.au

www.delwp.vic.gov.au/fire

www.geelongaustralia.vic.gov.au

www.emv.vic.gov.au

www.mav.gov.au

www.vicroads.gov.au

www.parkweb.vic.gov.au

www.victrack.vic.gov.au

Section 5: Fire management risk strategies 2019-21

AMENDMENT SUMMARY – SECTION 5

Version Number	Amendment Date	Change/ Reason for Change
01	May 2019	Date altered from 2017 to 2018 5.1.1 VFRR-B Permit to burn 5.4 some minor wording added to reflect only issue after CFA approval Minor word changes 5.10 to reflect no assessment tool developed Removed entire section 5.11.3 Removed entire section 4.11.6 Removed second paragraph 4.15 BPA Removed reference to attachment 11 in 5.15

Section 5: Fire management risk strategies

5.1 RISK ASSESSMENT METHODOLOGIES

To determine the structural and chemical fire risk within the municipality, incident data and major assets were used to inform identification of key risks. Each of these processes is described in greater detail below.

Management of risk is an integral part of good business practices and quality management. Understanding risk and learning how to manage it effectively enables municipalities, fire services, government agencies and the broader community to reduce hazards and risks by identifying and analysing issues which could threaten communities and providing a systematic way to make informed decisions to mitigate or reduce those threats to an acceptable level.

Ongoing monitoring and review is essential to ensure that the City of Greater Geelong Municipal Fire Management Plan remains relevant and up to date with specific attention to:

- Changes to community demographics and level of risk,
- Following a major fire event.

These and other factors may affect the likelihood and consequences of an outcome, as they can affect the suitability or cost of the treatment options. It is therefore necessary to repeat the risk management cycle on a regular basis by conducting an annual review. Because the risk from bushfire is prominent within the country area of Victoria, the annual review will occur prior to each fire season. The review process shall also ensure new strategies, programs and plans developed by the State and Regional Fire Management Committees are considered and incorporated where appropriate and meets Council and community expectations.

5.1.1 Victorian Fire Risk Register- Bushfire (VFRR-B)

The VFRR-B is a Victorian version of a mapping application developed by the NSW Rural Fire Service to assist in the bushfire risk management planning process. The VFRR-B in its current format does not address the fire risk in the built environment. It is a systematic process involving experts from a range of key stakeholders identifying assets within the municipal footprint at risk from bushfire, assessing their level of risk and assigning a range of treatments to mitigate the risk. Treatments may include activities such as fuel reduction, community education programs and safety audits.

Using the categories of Human Settlement, Economic, Environmental and Cultural Heritage, assets were identified and their level of risk assessed based upon consideration of a range of characteristics including proximity to flammable vegetation, vegetation type, slope and frequency of fires.

The VFRR-B has enabled the City of Greater Geelong MFMP to list risk reduction treatments and link these treatments to assets. The primary output of the VFRR-B is a Municipal Bushfire Risk Register table with maps showing assets and satellite imagery, as well as a list of treatments assigned to each asset. The VFRR-B is reviewed annually by a subcommittee of the MFMP and was last reviewed in March 2018.

The objective of the VFRR-B is to provide fire planners with evidence based data and information to better inform bushfire management planning in achieving:

- tenure blind, integrated fire management planning (IFMP) across the landscape
- a reduction in the number of human induced bushfire ignitions that cause damage to life, property and the environment
- effective fuel management to reduce the rate of spread and intensity of bushfires while minimising environmental/ecological impacts
- a reduction in community vulnerability to bushfires by improving preparedness
- effective containment of fires with the potential to cause damage to life, property or the environment.

VFRR-B identifies the following asset classes:

Asset Class	Asset Subclass
Human Settlement	Residential
	Special Fire Class
	Other
Economic	Agriculture
	Commercial
	Infrastructure
	Tourist & Recreational
	Mines
	Commercial Forests
	Drinking Water Catchments
Environmental	Locally Important
	Endangered
	Vulnerable
Cultural Heritage	Aboriginal Significance
	Non Indigenous
	Other

5.1.2 Methodology

The VFRR-B process follows the Risk Management Methodology AS/NZS ISO 31000:2009:

1. Risk Management Process
2. Identify Risk
3. Analyse Risks
4. Evaluate Risk
5. Risk Treatment
6. Monitor and Review

Included in this plan is a matrix of the priority risks in the municipality; physical, geographical and systems risk; treatment and actions to achieve fire management strategy (including timelines and areas of responsibility).

5.2 MUNICIPAL RISK TREATMENTS

At the higher level generic risk treatments exist such as the Victorian Planning Scheme, Building Regulations and the Building Code of Australia (BCA). In addition to these, every fire and land agency has had in place for many years' various fire management strategies to treat both the bushfire and built environment risks which include but are not limited to:

- Hazard Reduction e.g. DELWP/PV planned burn program, multi-agency slashing programs
- Ignition Management e.g. (Electric Line Clearance) Regulations 2015
- Community Education e.g. CFA Community Fire Guard, Living with Fire
- Preparedness e.g. community Local Incident Management Plans, multi-agency Fire Management Plans
- Property planning e.g. Private property inspections, planning and building legislation
- Fire Season Preparedness Actions

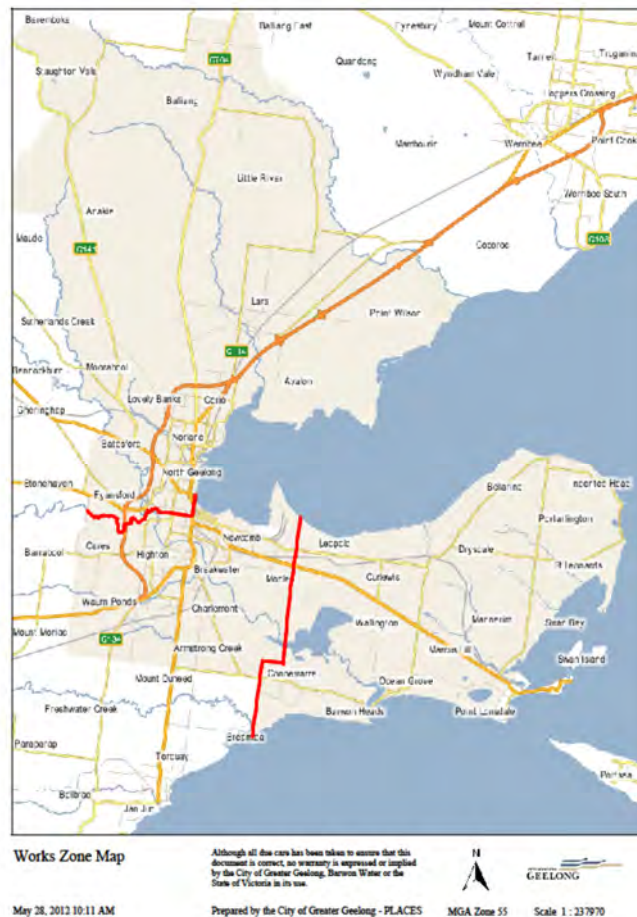
Recommendations from the Victorian Bushfire Commission into the Black Saturday Fires 2009 have re-focused on a number of existing strategies with enhanced activities such as:

- Community Information Guides (formally Township Protection Plans)
- Places of Last Resort (Neighbourhood Safer Places)
- Fire Refuges
- Private Fire Bunkers

Please note that the City does not have any NSP's /Places of Last Resort, Fire Refuges or Assembly Areas.

5.3 FUEL REDUCTION WORKS

The City of Greater Geelong is broken up into three distinct zones, the north zone, south zone and east zone. (refer map below)



Each year staff and contractors are engaged to cut along the rural roadsides where the City is the road manager. Maps of which roads are presently maintained in each zone annually are supplied in Attachment 7 (7.1-7.3) of the plan. The order in which the roadsides are cleared as well as which roads may get a second cut will depend on the ability of vehicles to get onto the roadsides together with seasonal variability's such as curing rates, heading seeding of native grasses prior to cutting and regrowth.

Council's Environment and Natural Resources Unit also carries out a large amount of weed reduction works along environmentally important roadsides as well as in the council maintained reserves.

There is a work plan of planned burns for some roadsides and also some reserves. A copy of this plan is supplied as Attachment 12 of this plan. The removal of weed species from our roadsides and the regeneration of native grasses can reduce quite dramatically the fuel load on the roadsides and the risk that presents in the passage of grass fire.

5.4 LOCAL LAWS AND PERMIT TO BURN

In the City of Greater Geelong, open air burning outside the Fire Danger Period is only permitted once a permit has been obtained. Applications for a permit to burn can be downloaded from the City's website at: www.geelongaustralia.com.au. Within residential areas open air burning or fires in incinerators are prohibited.

During the declared Fire Danger Period open air burning is prohibited without a written permit from the Municipal Fire Prevention Officer. Limited permits may be obtained by individuals to conduct a fuel reduction or stubble burn within the municipality but only after CFA informs council to do so. These permits are issued by Council under the authority of *The CFA Act*. These permits contain stringent conditions that must be complied with.

The City of Greater Geelong in its new 'Neighbourhood Amenity Local Law 2014 has clause 14 (2) which now makes it a requirement for owners of vacant land within a built up area to maintain their property to a maximum height of 150mm (6 inches) between the months of April to October each year. This clause was created to ensure

owners kept the fuel loads down on vacant land all year round reducing the fuel levels leading into the declared Fire Danger Period each year.

5.5 INSPECTION OF PRIVATE PROPERTIES AND ISSUE OF NOTICES

The City of Greater Geelong conducts fire hazard inspections each year across the entire municipality. Fire prevention notices will be issued on all properties considered to be a fire risk in both the rural and residential areas. A breakdown of fire prevention notices issued during the last fire season is supplied in Attachment 10.

The City of Greater Geelong has for a period of time understood that the greatest number of fires occur in the residential/industrial areas of the city and has amended its work practices during the fire season/summer season to suit. The table (Attachment 10) clearly supports that the greatest risk of potential fire resides within the Urban precincts of the City of Greater Geelong. For further information, refer to the fire statistics provided later in the plan.

5.6 FIRE DANGER RATING SIGNS

The Victorian Bushfire Royal Commission requested the effectiveness of current signage be researched with the outcome being that the arch shape is more familiar and easier for people to understand (see picture over).



NOTE: A Total Fire ban can be declared when the Fire Danger Rating is located between High and Code Red.

The Fire Danger Index (FDI) is a numerical ranking of <12 to >100. This index is determined by the Bureau of Meteorology for each of the nine Fire Ban Districts that cover the State of Victoria.

The FDI is based on temperature, wind speed, relative humidity and vegetation dryness and developed for both forest and grass.

The Fire Danger Rating (FDR) is linked to the FDI . (refer below)

Forest Fire Danger Index (FFDI)	Grass Fire Danger Rating Index (GFDI)	Fire Danger Rating (FDR)
>100	>150	Code Red
75 to 99	100 to 149	Extreme
50 to 74	50 to 99	Severe
26 to 49	26 to 49	Very High
12 to 25	12 to 24	High
0 to 11	0 to 11	Low - Moderate

(In central district the highest FDI is used to create FDR for COGG) The daily adjustment of the signs during the FDP is the responsibility of the Country Fire Authority.

In addition to the above signs one electronic fire danger rating sign was placed on the Ring Road and another placed on Freeway just prior to commencement of the ring road at the north entrance to Geelong giving the municipality four LED changeable fire danger rating signs.

5.7 FIRE PLUGS

Within the boundary of the City of Greater Geelong there are presently approximately 22,000 fire plugs located along the street network with the primary purpose of being available for access for firefighting measures.

When fire plugs are installed as part of the reticulated water infrastructure in new sub divisions the water authority also creates water access points for its own use. At present it appears that neither Council nor the Water Authority can say with any certainty which fire plugs are for firefighting purposes and which fire plugs are for the water authority use. The CFA will use any fire plug for firefighting purposes.

The Water Authority (Barwon Water) conducts inspections on 10 per cent (on average) of the fire plugs each year to ensure fire plugs are in good working order and able to be used for their intended purpose.

Historically CFA brigades would also inspect the fire plugs within their individual brigade areas however in 2005 the CFA Chief Officers Standing Order 2.01 relating to inspection of fire plugs was revoked and the Chief Officers Standard Operating Procedure (SOP) 7.05 was introduced ensuring brigades have an understanding of the water resources in their area but does not order brigades to inspect hydrants. The SOP still maintains that brigades record and report any hydrant faults to the relevant authority.

Legal responsibility regarding fire plugs is somewhat unclear. In the *Water Act* section 165 where in clause 2 council must meet the costs of providing, installing, marking and maintaining all fire plugs that the council requires to be installed in its district. To this end a Memorandum of Understanding (MOU) has been developed that assists the council and the water authority to work to an agreed process.

In its simplest form council will maintain the above ground infrastructure such as posts, cats eyes, fire plug caps etc. and the water authority will maintain the below ground fittings.

Some CFA brigades still do a degree of inspecting within their areas and fault sheets are forwarded to the MFPO for actioning. Fault sheets are then forwarded to either the relevant council works supervisor or the water authority depending on the fault type.

Fire plugs are vital in ensuring water is available instantly an appliance arrives at a fire incident and delays in fighting a fire due to non-working fire plugs or plugs unable to be detected can place both lives and property at risk.

Common problems encountered are the removal of fire plug marker posts and covering of fire plug by residents who do not want the fire plug in front of their home. In an attempt to address this issue Council is still working towards the establishment of an 'Adopt a Fire Plug' program to encourage residents with fire plugs on or near their nature strip to ensure the fire plug is easily located and clear of obstructions and if noticing a fault to contact Council.

Due to the size of this municipality and the sheer quantity of fire plugs this scheme will be an ongoing work and may take years to fully implement.

5.8 STATIC WATER SUPPLIES

Currently there are four static water tanks located in the Anakie area and one tank in Portarlington, of these Council are responsible for the two tanks located at 10 Manna Gum Place Anakie (enter from Lynch Road), and 285 Durdiwarrah Road Anakie (enter De Motts Road next to 360 De Motts). The CFA are responsible for the other two tanks which are located on the west side of Clarkes Road Anakie (Golden Plains) and at the cnr of Clarkes Rd and Durdiwarrah Road Anakie.

Council is responsible for the maintenance of the tank located in Coatsworth Road Portarlington and CFA is responsible for keeping the tank full.

There are hundreds of dams and catchments located throughout the municipality which are too numerous to list. These dams may be accessed by the fire agencies in a major bushfire event.

5.9 WATER STAND PIPES

The City of Greater Geelong currently maintains nine water standpipes across the municipality in the suburbs of Anakie, Little River, Lara, Lovely Banks, Wandana Heights, Fyansford, Pt Lonsdale, Marcus Hill and St Leonards. These standpipes are used by residents who do not have access to reticulated water for human consumption and firefighting purposes.

5.10 STRUCTURAL AND CHEMICAL FIRE RISK ASSESSMENT

This Plan recognises that there is no Urban Risk Assessment Tool developed at this time but, once completed, will be implemented by the MFMPC to complete and incorporate a full Risk Register in respect of structural and chemical fires in later iterations of this Plan. In the interim EMV staff are developing a risk assessment process for chemical and structure fires using incident statistics, key asset identification, and other available site and incident statistical information.

Risk assessment will give consideration to likelihood factors, such as structural and chemical fire history (number and type) across the municipality and across the relevant industry, and the consequences, or potential consequences of those occurrences (death, injury, economic and property loss statistics). Consideration will also be given to high risk premises and assets. Examples of high risk premises may include (for life risk) nursing homes, aged care facilities and institutional care facilities, (and for property loss risk) commercial and industrial premises. In terms of chemical fires, consideration will be given to high risk premises such as chemical manufacturers, or high chemical use industries, chemical transport industries, fuel suppliers and any other industry identified following a comprehensive risk assessment process.

The MFMPC will continue to work with VFRR-B and Barwon South West Region on the development of risk assessment criteria and tools for structure and chemical fires.

5.11 TREATMENT OF STRUCTURAL FIRES AND CHEMICAL FIRES AND INCIDENTS

5.11.1 Structural Fire Risk

Incident statistics show a likelihood for structural fires across the municipality, but with the strongest concentration in the major townships. Structural fires may involve a range of structures from a single residential structure through to a large industrial building. The impacts of structural fires can include death or injury, loss of property, or consequential economic loss associated with the aforementioned impacts.

It is recognised that the majority of structural fires occur within townships, however isolated single structures can also be affected by structural fire.

5.11.2 Structural Fire Risk Treatments

Structural Fire Risk is treated in a number of ways to minimize their occurrence and severity. Treatment actions may include:

- building control and regulation
- public awareness and education
- household fire planning
- occupational health and safety regulation
- dangerous goods and hazardous material regulation
- response procedures of CFA, including resource and training provision, proportional and specific, to the structural risk environment

5.11.3 Chemical Fire and Incident Risk

Incident statistics show a likelihood for fires and incidents involving chemicals across the municipality. Such incidents may involve a range of matters from a minor leak or spill (example – car leaking petrol) to a major leak and/or fire involving chemicals (examples include Coode Island fire, Tar leak at Portland Harbour, Longford Gas

Plant fire). The impacts of chemical fires and incidents can include death or injury, loss or damage of property and environment, or consequential economic or environmental losses associated with the aforementioned impacts.

It is recognised that the majority of chemical fires and incidents occur within townships, however isolated incidents have been known to occur including tanker leaks and fires outside of built up areas.

5.11.4 Chemical Fires and Incident Risk Treatments

Chemical Fires and Incidents Risk is treated in a number of ways to minimize their occurrence and severity. Treatment actions may include:

- dangerous goods and hazardous material regulation
- occupational health and safety regulation
- environmental protection regulation
- industry compliance codes, and codes of practice
- building control and regulation
- transport licensing and regulation
- public and industry awareness and education
- emergency management fire planning within industries
- response procedures of CFA, including resource and training provision specific to the structural, chemical and Hazmat risk environments
- SOP's and Pre Incident Response Plans (PIPS) for high risk premises

5.12 MAJOR HAZARD FACILITIES

Major Hazard Facilities are industrial sites that store, handle or process specific hazardous materials in quantities above a threshold amount. Examples of such facilities include oil refineries and gas-processing plants.

Major Hazard Facilities must comply with strict legal requirements. The list of approved Major Hazard Facilities in Victoria is maintained by WorkSafe Victoria and is available at www.worksafe.vic.gov.au

Major Hazard Facilities in the City of Greater Geelong together with a list of significant properties are listed in Attachment two of this plan.

Major Hazard Facilities treatments are identified and managed at state level and are noted in this plan for information and completeness only.

5.13 BUSHFIRE MANAGEMENT OVERLAY

The Bushfire Management Overlay (BMO) applies to land within the municipality where the intensity of bushfire is significant and has been assessed as likely to pose a threat to life and property. The BMO is used to ensure that any development includes specified fire protection measures and does not significantly increase the threat to life and property from bushfire.

A BMO is shown on the planning scheme map as **BMO** or **WMO** with a number.

The purpose of the BMO is to:

- To implement the State Planning Policy Framework and the Local Planning Policy Framework, including the Municipal Strategic Statement and local planning policies.
- To ensure that the development of land prioritises the protection of human life and strengthens community resilience to bushfire.
- To identify areas where bushfire hazard warrants bushfire protection measures to be implemented.
- To ensure development is only permitted where the risk to life and property from bushfire can be reduced to an acceptable level.

The BMO consists of a map which shows the areas affected by the BMO and written provisions which set out the types of development that require a planning permit, the information that must be submitted with a planning permit application and the decision guidelines that the council must consider when they assess a planning permit application.

All planning permit applications in the BMO will be referred to the relevant fire authority for review.

For further information on the BMO refer to the link below:

- http://planningschemes.dpcd.vic.gov.au/schemes/vpps/44_06.pdf

5.14 BUSHFIRE PRONE AREA (BPA)

In 2010 the State Government declared over 90 per cent of the state of Victoria to now be classed as a Bushfire Prone Area. (*Refer attachment 7.5 for a map of BPA*)

The mapping of these areas do of course have major implications for anyone wishing to build in a BPA and depending on the Bushfire Attack Level (BAL) certain impositions will occur so that new constructions meet the fire safety level required.

Building in bushfire areas requires careful planning, siting and design. Class 1, 2 or 3 and associated Class 10a buildings must be designed and constructed to reduce the risk of ignition from a bushfire while the fire front passes. The building requirements are set out in the Building Code of Australia (BCA).

As a result of the amendment all proposed Class 1, 2 or 3 buildings and associated Class 10a buildings throughout the state are subject to the site assessment provisions required by the Standard, though many sites will be assessed as BAL-LOW and will not be required to comply with additional construction requirements.

The Standard sets out construction requirements for a building determined according to the highest Bushfire Attack Level (BAL) of the site.

The BALs for which specific construction requirements are set in the Standard are:

- BAL-12.5,
- BAL-19,
- BAL-29,
- BAL-40,
- BAL-FZ.

There are no additional construction requirements for an assessment of BAL-LOW.

The applicant must arrange an assessment of the site and provide the relevant Building Surveyor with his or her analysis of the BAL.

(Source: Building Commission 2011-42, Building Controls for Bushfire Safety – Interim)

5.15 ROAD VEGETATION CLEARANCE ENVELOPE

For maintenance works on roadsides that require the removal or modifying of vegetation, the City of Greater Geelong Operations and Parks Departments undertake such works under an agreed criteria. A bi –annual planning permit allows for the removal of, or the modifying of any vegetation within the agreed road envelope, without the need to apply for site specific planning permits.

This common sense approach is based on the clear understanding that only vegetation within the agreed envelope may be removed or modified, however, correct arboriculture practices do apply. All vegetation outside the envelope requiring removal and/or modification will trigger the need for an additional permit.

5.16 CROSS BOUNDARY ARRANGEMENTS

It is acknowledged that the City of Greater Geelong and stakeholder agencies have existing planning relationships across the following boundaries:

- Borough of Queenscliffe
- Golden Plains Shire
- Moorabool Shire
- Wyndham City Council
- Surf Coast Shire

5.17 MONITOR AND REVIEW

Ongoing monitoring and review is essential to ensure that the City of Greater Geelong Municipal Fire Management Plan remains relevant and up to date with specific attention to:

- Changes to community demographics and level of risk,
- VFRR-B outcomes,
- Alterations to the Emergency Management Manual Victoria,
- Directions from the Emergency Management Commissioner,
- Alterations to the current status re NSP/Places of Last Resort
- Changes to organisational responsibilities or legislation as a consequence of the Royal Commission,
- Following a major fire event, and
- More adequately reflecting the real fire risk (e.g. structural/chemical)

Section 6: Improvement and plan reporting and review processes 2019-21

AMENDMENT SUMMARY – SECTION 6

Version Number	Amendment Date	Change/ Reason for Change
01	May 2019	No change to information supplied in previous plan.

Section 6: Improvement and plan reporting and review processes

PLAN ENDORSEMENT AND ADOPTION

The City of Greater Geelong Municipality is the custodian of the City of Greater Geelong MFMP pursuant to current legislative arrangement. All partnership agencies involved in the development and implementation of the plan are signatories. All signatories must sign off on their respective activities, responsibilities and components of the Plan. The MFMP Committee is the owner of the plan.

The Plan must be endorsed by the MEMPC prior to submission to Council for their endorsement. This obligation may change in subsequent versions as MFMP processes evolve. Fire services must attest to the rigour of the planning processes.

PLAN AMENDMENT AND REVIEW

The plan is updated annually by the Municipal Fire Management Planning Committee to ensure it meets community needs and expectations. This update takes into account works completed, environmental changes and any additional risks. Significant changes, including planning mitigation works must be approved by MFMPPC members and articulated through the MEMPC to Council for adoption.

The plan will be reviewed and amended:

- Annually in association with the MEMP,
- Changes to the VFRR-B data will be updated in the plan,
- The MFMPPC will review the implementation of the treatments applied to VFRR-B identified risks by each agency (as appropriate),
- Requirement for additional or alternative treatments to mitigate identified risks will be assessed,
- Following significant incident's if required,
- As directed by the State or Regional Fire Committees,
- As required by legislation.

Note: For administration purposes, Council will be asked to adopt this plan every three years rather than each time the plan is amended.

Section 7: Attachments

AMENDMENT SUMMARY – SECTION 7

Version Number	Amendment Date	Change/ Reason for Change
01	May 2019	Several maps removed, environment burn program reduced to display only current years, updated SFMRs to current status.

Section 7: Attachments

Attachment 1	COGG VFRR-B Data against BSW RSFSC Priorities
Attachment 1.1	Risk Plans
Attachment 2	Major Hazard Facilities
Attachment 3	City of Greater Geelong Integrated Municipal Fire Management Work Plan Report against RSFSC Five Priorities
Attachment 3.1	Risk Environment Treatment Strategies
Attachment 4	Statutory Audit Obligations /Hazardous Trees
Attachment 5	Community Information Guides & Places of Last Resort
Attachment 6	COGG & BOQ MFMP Stakeholder & Engagement Matrix
Attachment 6.1	COGG & BOQ MFMP Committee Membership
Attachment 7	Maps
Attachment 8	Related Plans
Attachment 9	Strategic Fire Management Roads
Attachment 10	Inspections of Private Properties & Issue of Notices
Attachment 11	COGG Environment Unit Burn Plan 2011-2021
Attachment 12	SEIFA (Socio-Economic Index of Disadvantage for Areas)
Attachment 13	Glossary & Acronyms
Attachment 14	Bibliography

ATTACHMENT 1: CITY OF GREATER GEELONG VFRR-B DATA AGAINST BSW RSFMPC PRIORITIES

PRIORITY 1 HIGH RISK TOWNSHIPS

Map Ref No.	Asset Type	Asset Sub type	Asset Name	Asset Location	Likelihood	Consequence	Risk	Priority	Township Protection Plans	NSP identified	Treatments
29001	Human Settlement	Residential	Anakie	Anakie Complex	Almost certain	Catastrophic	Extreme	1A		No	100;420;223;202;307;224;101;207;500;303;222;214;203;106;218;208
29003	Human Settlement	Residential	Lara	Lara	Almost certain	Minor	High	3D		No	500;101;207;218;303;222;404;100
29006	Human Settlement	Residential	Woodlands Estate	Ocean Grove Complex	Likely	Moderate	High	3A		No	100;420;500;101;207;218;202;222;214;203;224;303
29008	Human Settlement	Residential	Point Lonsdale	Point Lonsdale	Likely	Minor	Medium	4		No	106;100;420;500;101;218;214;303, 207
29010	Human Settlement	Residential	Lower Bluff	St Leonards Complex	Likely	Minor	Medium	4		No	100;420;500;101;218;214;202;303
29011	Human Settlement	Residential	Indented Heads – St Leonards	St Leonards Complex	Likely	Major	Very High	4		No	100;101;500;206;218;303;222;413
29037	Human Settlement	Other	Staughton Vale & Anakie Junction	Staughton Vale	Likely	Major	Very High	1B		No	307;106;202;208;224;101;207;222;303;203;100;500;413
29038	Human Settlement	Residential	Lara Nth East	Lara Nth East	Almost certain	Minor	High	3D		No	500;101;207;218;303;222;404;100
29039	Human Settlement	Residential	Ceres	Ceres	Likely	Major	Very High	2A		No	100;109;222;223;303;404

Map Ref No.	Asset Type	Asset Sub type	Asset Name	Asset Location	Likelihood	Consequence	Risk	Priority	Township Protection Plans	NSP identified	Treatments
29042	Human Settlement	Residential	Little River	Little River	Likely	Moderate	High	3A		No	100;107;109;202;222;303;404;420;218
29043	Human Settlement	Residential	Lovely Banks	Lovely Banks	Likely	Minor	Medium	4		No	100;109;222;303;404;412;218
29044	Human Settlement	Residential	Batesford	Batesford	Likely	Minor	Medium	3A		No	109;222;223;303;412;218
29045	Human Settlement	Residential	Wallington	Wallington	Almost certain	Moderate	Very High	2C		No	100;107;109;222;223;218;303;404
29058	Human Settlement	Residential	Bellevue Estate	Bellevue Estate	Likely	Minor	Medium	4		No	800
2952466	Human Settlement	Residential	Anakie Township	Anakie	Almost Certain	Major	Extreme	1C		No	
2952467	Human Settlement	Residential	Barwon Heads	Barwon Heads	Likely	Minor	Medium	4		No	
2952468	Human Settlement	Residential	Portarlington	Portarlington	Likely	Minor	Medium	4		No	

The Risk Plans for: Priority 2 Critical Essential Service Assets, Priority 3 Tourism & Major Events, Priority 4 Key Rural Industries, Priority 5 Major Transport Corridors and Other Assets have been removed from the plan but the information is held at Fire Prevention.

ATTACHMENT 1.1: RISK PLANS

The following aggregation of risk plans are an outcome from the Environmental Risk Scan process aggregating the existing MFMP and MEMP, articulating existing programs, strategies, plans and treatments; assessing relevance and identifying new ones to be incorporated. It included a broad range of treatment options, plus opportunities to share skills, knowledge and resources across agencies and with neighbouring municipalities. The plans are based on the six risk environments (listed below) to achieve consistency across municipalities and government agencies within the Barwon South West Region.

Each program listed in the table below applies to a primary risk environment and this primary risk environment is shown as an underlined letter in the Risk Environment column. A program may run across multiple risk environments but will allocated to its primary risk environment. The PPRR column refers to whether the program relates to Prevention, Preparedness, Response or Recovery. A program can also run across multiple categories.

(A) Business and Community Activity Centres

Program/ Plan Title	Primary Agency	Partner Agency's	Program/Plan Objectives	Risk Environment	P	P	R	R	Program Plan commencement date	Program / Plan Completion Date
Fire Safety at Community Events	Council Events Coordinator	CFA, Victoria Police, SES, MEMPC, Worksafe, VicRoads, Ambulance Victoria, Event Organiser	Conduct Inspection and other compliance with Building Act and Regulations & other applicable laws, i.e. OH&S Act, DG Regulations. CFA Act, Planning and Environment Act Programmed Inspections of community events with all relevant partner agencies.	<u>A</u> B C E F	✓	✓	✓	✓	Receipt of event application	End of event and/or time specified on permit.
Fire Safety in Commercial, and Industrial Premises	Council Building Surveyor	CFA, Victoria Police, Worksafe, DHHS	Audits of high risk buildings re compliance with Building Regulations. Essential Services inspections	<u>A</u> F	✓	✓	✓	✓	Ongoing (as per agreed strategy)	Ongoing
Structure Fire Integrity Inspections	Council Building Surveyor	CFA	Identify buildings that have been damaged by fire and inspect for public safety.	<u>A</u> B C E F	✓	✓		✓	Ongoing	Ongoing

Program/ Plan Title	Primary Agency	Partner Agency's	Program/Plan Objectives	Risk Environment	P	P	R	R	Program Plan commencement date	Program / Plan Completion Date
Fire Safety In Caravan Parks and Camping Grounds	Environmental Health Officer Council Building Surveyor	CFA, DELWP, Worksafe	Programmed Inspections of Caravan Park and Camping Grounds with all partner agencies.	<u>A</u> B C E F	✓	✓	✓	✓	3-year	Ongoing
Fire Hazard Management on Council Owned or Managed Land (excludes roadsides)	Council	DELWP, CFA,	Management of fire hazards on Council land through fuel reduction works	<u>A</u> B C E F	✓	✓		✓	Ongoing	Ongoing

(B) Farming and Rural Living

Program/ Plan Title	Primary Agency	Partner Agency's	Program/Plan Objectives	Risk Environment	P	P	R	R	Program Plan commencement date	Program / Plan Completion Date
Permit to Burn	Council MFPO	CFA	Issue Local Law permits with conditions for safe removal of fuel loads.	<u>B</u> C D E	✓	✓			Annually at start of non FDP	Start of FDP
Annual maintenance of Fire Management Roads/Breaks	Council	Nil	Fire management roads/breaks (Strategic, Primary, Secondary) listed in MFPP (under Council management) are reviewed and maintained throughout the municipality	<u>B</u> C E	✓	✓			Oct/Nov depending on climactic conditions	When completed.
Roadside Vegetation Management	Council MO Parks Unit	Nil	Slash/spray Council managed roads within municipality to reduce fuel loads over fire season. Maintain clear path for vehicle access and maintenance of council trees on all Council managed roads.	A <u>B</u> C E F	✓	✓		✓	Sep – Dec annually	Ongoing

Program/ Plan Title	Primary Agency	Partner Agency's	Program/Plan Objectives	Risk Environment	P	P	R	R	Program Plan commencement date	Program / Plan Completion Date
Strategic Fire Fuse Breaks	VicRoads	Council	Fuel reduction on arterial roads in accordance with municipal fire prevention plans by spraying, slashing of roadsides or grading fuse breaks prior to burning off activities by the CFA	<u>B</u> , C, E	✓	✓				
Arterial Roadside Maintenance	VicRoads	Council	Maintenance standards regarding vegetation encroaching the road envelope and management of roadsides to reduce fuel loads prior to the fire season ie, programming maintenance slashing in November	<u>B</u> , C, E	✓	✓				

(C) Interface Living

Program/ Plan Title	Primary Agency	Partner Agency's	Program/Plan Objectives	Risk Environment	P	P	R	R	Program Plan commencement date	Program / Plan Completion Date
Wildfire Management Overlay & Land Use Planning Controls	Council Statutory Planning	CFA	Maintain and implement the provisions of WMO and other land use controls (Pending application)	B <u>C</u> E	✓	✓	✓		Application 2008	Ongoing
Powerline Clearance	Council MO Tree Management Unit	Nil	Maintain tree clearances to energy Safe Regulations within declared areas.	B <u>C</u> E	✓	✓		✓	Ongoing	Ongoing
Fire Access Tracks	Council MO Works & MO Tree Management Unit	Nil	Annual inspection and maintenance of all designated Fire Management Tracks.	B <u>C</u> E	✓	✓	✓	✓	Pre fire season	When completed

Program/ Plan Title	Primary Agency	Partner Agency's	Program/Plan Objectives	Risk Environment	P	P	R	R	Program Plan commencement date	Program / Plan Completion Date
Building in BPA Areas	Council Building Surveyor	CFA*, Private Building Surveyors	Check all new building applications to ensure they comply with Australian Standard AS3959/2009 prior to issue of building permit.	A B <u>C</u> D E F	✓	✓			Upon application	

* CFA during planning phase only

(D) Industry and State Infrastructure

Program/ Plan Title	Primary Agency	Partner Agency's	Program/Plan Objectives	Risk Environment	P	P	R	R	Program Plan commencement date	Program / Plan Completion Date
Asset, Vegetation & Easement Management	SP-AusNet	Contractor	Maintain electrical transmission assets. Maintain vegetation in the vicinity of Electrical Transmission Assets to the requirements of the Electrical Safety Act. Maintain easement access tracks, gates and fences. Maintain vacant land (future sites).		✓	✓	✓	✓	Ongoing	Ongoing
Power Supply & Power line Management	Powercor	Contractor Council CFA	The plan details Powercor's policies, procedures and programs for the inspection, maintenance and operation of Powercor's Electricity Distribution Network including Vegetation Management.		✓	✓	✓	✓	Ongoing	Ongoing

(E) Bush and Parks

Program/ Plan Title	Primary Agency	Partner Agency's	Program/Plan Objectives	Risk Environment	P	P	R	R	Program Plan commencement date	Program / Plan Completion Date
MEM Plan (107)	Council MERO	Control Agency , VPOL	Implements/activates the agreed arrangements to ensure a coordinated response.	A B C D <u>E</u> F	✓	✓	✓	✓	Start of event	Influenced by Recovery phase

Program/ Plan Title	Primary Agency	Partner Agency's	Program/Plan Objectives	Risk Environment	P	P	R	R	Program Plan commencement date	Program / Plan Completion Date
Campfire Prevention	DELWP	Nil	Provide information to increase awareness of the risks associated with campfires to reduce the incidence of preventable wildfires. Undertake patrols and enforcement activities to ensure compliance with fire regulations.	<u>E</u> C	✓					
Fire Investigation	DELWP	CFA, VPOL	DELWP, CFA and Victoria Police working collaboratively to investigate and establish the cause and origin of all human caused fires, and seek to identify and as appropriate prosecute the offenders.	<u>E</u> C	✓	✓				
Local Mutual Aid Plans	DELWP	CFA	Multi-agency approach to emergency management lead by DELWP & CFA by working collaboratively to implement fire readiness and response arrangements to ensure integrated and effective fire suppression action.	<u>E</u> C		✓	✓			
Planned Burn Program	DELWP		Planned burning to reduce fuels on public lands based on ecological and risk management objectives. Aim to reduce the bushfire risk to communities and sustain ecosystem health and resilience.	<u>E</u> C	✓	✓	✓			
Vegetation Monitoring	DELWP		Fuel hazard assessment, mapping of burn outcomes and monitoring of vegetation on public land to support decision making in scheduling of planned burn program.	<u>E</u> C	✓	✓	✓			
Asset Protection Checklist	Barwon Water		Annual inspection of major water supply assets/sites to ensure preparedness for Fire Danger Period	<u>E</u> C,B,F	✓	✓				
Routine Asset/Site Maintenance	Barwon Water		Ongoing Mowing/Slashing of sites to reduce fuel loads for protection of assets or adjoining properties	<u>E</u> C,B,F	✓	✓				
Hot Work Permits	Barwon Water		Permits required before undertaking hot works such as welding, grinding etc.	<u>E</u> C,B,F	✓	✓				

(F) Township and Suburban Living

Program/ Plan Title	Primary Agency	Partner Agency's	Program/Plan Objectives	Risk Environment	P	P	R	R	Program Plan commencement date	Program / Plan Completion Date
Pre-Season Community Awareness Campaign	Council MFPO	CFA	Pre-season advertising, courtesy letters and other information programs	A B C D E E	✓	✓				
Annual Fire Hazard Inspections	Council MFPO	CFA	Conduct inspections to municipality and identify potential and actual fire hazards on private land and direct removal of same through service of Fire Prevention Notices.	A B C D E E	✓	✓			Annual	Ongoing
Non Fire Season Inspection Program	Council MFPO	Nil	Conduct random inspections for overgrown properties or inspect complaints with view to removing fire hazard outside FDP.	A C D E	✓	✓			End of FDP	Start of FDP
Recovery Projects	Council Recovery Manager		Working with local communities to support their social, economic, natural and built recovery	A B C D E E	✓	✓	✓	✓		
Fire Plug Installation and Maintenance	Council Statutory Planner	CFA	Ensure all sub divisions have fire plugs located as per Standard C29 of Clause 56	E		✓	✓		When application received.	Upon approval of application

ATTACHMENT 2: MAJOR HAZARD FACILITIES

Name	Location	Remarks
Viva Refinery	90 Refinery Road Corio	
Viva Refinery – Gas Plant	137-207 Heales Road Lara	

Name	Location	Remarks
Lyondell Bassell	90 Refinery Road Corio	
Terminals	40 Wharf Road Corio	
Point Wilson Armaments'	29 Mile Road Pt Wilson	Federal Site
Chemring/Pains Wessex	230 Staceys Road Anakie	

Other/Significant Facilities		
AAHL	1-9 Portarlington Road Newcomb	Federal Site
Avalon Airport	Beach Road Lara	Federal Site
Rohm & Haas	132-140 Hays Road Moolap	
Olin/Winchester	Hays Road Moolap	
Chemical Plant	1-39 Roseneath St Nth Geelong	
Port of Geelong		
Fertiliser Storage Areas		
Pivot Nth Shore	2-40 Sea Breeze Pde Nth Shore	
Impact	55 Heales Road Lara	
Others Continued		
Midway wood chipping	Corio Quay Road Nth Shore	
Softwood Plantation exporters	Corio Quay Nth Geelong	
Grain Corp	Mackie Street Nth Geelong	
Gas Transmission Lines		
SPI Network (Gas)	17-37 Railway Avenue	
SPI Network (Gas)	110 Cozens Road Lara	

Other/Significant Facilities

SPI Network (Gas)	1-26 Slevin St Nth Geelong	State Govt land
Fyansford Waste Disposal site	Lower Paper Mills Rd Fyansford	
Geelong Resource Recovery Centre	Douro Street Nth Geelong	
Drysdale Recycling Centre	Becks Road Drysdale	
Recycling Centre	Pt Henry Road Moolap	
Visy Recycling	Thompson Road North Geelong	
Ford Motor Co	Melbourne Rd Norlane	
C & D Recycling	300-400 Broderick Rd Lara	State owned as May 2019
SKM Recycling	22 Wood Street South Geelong	
NatJon Recycling	225 Staceys Road Lara	
Suez Resource Recovery & Recycling Facility	35 Heales Rd Lara	

This list is not exhaustive and will be amended from time to time when more current and valid data is available. This list is based on premises that have a high likelihood of Dangerous Goods or Hazardous Substances being stored on site.

ATTACHMENT 3: CITY OF GREATER GEELONG INTEGRATED MUNICIPAL FIRE MANAGEMENT WORK PLAN

(1) Fire Risk Environment

Task	Primary Agency	Support Agency	Current Status	Completion Date	Comments
Community Information Guides (CIG)	CFA	DELWP, Council	Completed	On going	
10/30 10/50 Rule	All	All	Planning commenced	On going	This has cross agency responsibility with individual agency priorities determined by legislation and Government Policy.
Roadside Burning	Council / Vic Roads	CFA	Planning commenced	Before FDP	
Bushfire Action Week	CFA	All	Planning commenced	Mid Oct	
Review Emergency Relief Centre	Council MRM	CFA/DELWP	Completed	Sept 2018	MEMP updated to reflect changes to ERC's
Community Education and Engagement	CFA, DELWP	Council	On track	Annually	
Evacuation Strategy	Council	All	Commenced	Mid Sept	
Fire Hazard Inspections	Council	Nil	On going	End FDP	Annual program to identify & remove fire hazards
Permit to Burn	Council	CFA	On going	On going	Permits issued as required
Review of PLR/NSP's	Council MFPO		On Going	Before August	Notification to District 7 by MFPO
Bushfire Preparedness Actions	Council		On going	As per action plan	Lists various actions that are undertaken so as to prepare for the ensuing fire season
SFMR's & Access Tracks inspection	Council		On going	Pre FDP	Inspection of assets to ensure maintenance regime has been completed
Hazard Trees	Powercor	Council	On going		Refer Attachment 4 Statutory Audit Obligations/Hazardous Trees
Vulnerable People and or Facilities	Council	Vic Pol	On going	On going	Maintenance of data base

Task	Primary Agency	Support Agency	Current Status	Completion Date	Comments
Planned Burning	DELWP		On going	On going	Rolling program for fuel and environmental weed reduction

(2) Other Fire Risk Environments (Environmental Risk Scan Data will assist with this section)

Task	Primary Agency	Support Agency	Current Status	Completion Date	Comments
Fire Hazard Inspections	Council	Nil	On Going	End FDP	Annual program to identify & remove fire hazards
Issue notice to comply	Council	Nil	On Going	Start of FDP	Identify & remove excessive vegetation on properties

Legend:

Programmed/completed
On Track/Commenced
Not Commenced

ATTACHMENT 3.1: RISK ENVIRONMENT TREATMENT STRATEGIES

Programs and Plans Tool Box

Each program listed in the table below applies to a primary risk environment and this primary risk environment is shown as a underlined letter in the Risk Environment column. A program may run across multiple risk environments but will allocated to its primary risk environment. The Risk Environments are listed in Attachment 1.1

No.	Tools/Program/Plans	Tools/Programs Detail	Risk Environment	PPRR Continuum			Expert
1	Fire Safe Kids	Fire safety education for primary school aged children. Lessons on range of fire safety topics including home safety, outdoor fire safety, personal safety and CFA in the community - Primary School only, Grades prep to 6, Focus Grade – 3 & 4	B,C,E, <u>E</u>	✓	✓		CFA – Community Education Co-Ordinator
2	Early Fire Safe	Fire prevention, burn and scald education program for parents of children under 5 years of age - Parents of pre-school aged children (5 and under)	B,C, <u>E</u>	✓	✓	✓	CFA – Community Education Co-Ordinator
3	JFAIP (Juvenile Fire Awareness & Intervention Program)	Intervention and education program for child fire lighters and their family. Facilitators visit the home for several sessions with the child. Referrals to this program come from a variety of sources including families, welfare agencies and schools. - Juvenile fire lighters aged 3-16. Parents receive incidental advice on fire safety	B,C, <u>E</u>	✓			CFA – Community Education Co-Ordinator
4	Fire Safe Youth	Fire safety education for secondary school aged children. Lessons on range of fire safety topics including home safety, outdoor fire safety, personal safety and CFA in the community - Secondary School only, year levels: 7-10	B,C,E, <u>E</u>		✓	✓	CFA – Community Education Co-Ordinator
5	Fire Ready Victoria FRV	These meetings are designed to provide people with information to raise their understanding and interest in bushfire and inspire them to seek further information. Intended Outcomes for FRV Meetings The outcomes for a FRV session are that people; • Have received the information they require and know how to source further information • Are motivated to act • Have improved decision making capacity	C, <u>E</u>	✓			CFA – Community Education Co-Ordinator

No.	Tools/Program/Plans	Tools/Programs Detail	Risk Environment	PPRR Continuum				Expert
		• Have built up local contacts <u>Meeting Types</u> The FRV program consists of a range of meeting types tailored to different circumstances including the following: • Community Meetings: are a one-hour session that target larger community groups that may also have local representatives present to answer questions. • Street Meetings: meetings that provide locally specific information as they are targeted to a small number of residents who live in a shared risk environment. • Special Interest Group Meetings: meetings targeted at particular audiences who share a common interests or circumstances that place them at risk (such as owning horses, undertaking bush based activities for example bush walking or trail bike riding). • Meetings Delivered During an Incident: relate specific details about going bushfires and provide information and advice to promote safety during the imminent bushfire.						
7	Reduce the Risk	Information and activities relating to home fire safety. - General audience or high risk community groups	<u>E</u>	✓	✓	✓		CFA – Community Education Coordinator
11	Multicultural Programs	Raise CFA's profile in ethnic communities by raising awareness about the role of CFA in the community, provide access to fire safety messages for all members of the community and raise awareness among CFA personnel of the special needs of people from diverse cultural and linguistic backgrounds - General audience of people from cultural and linguistically diverse backgrounds.	B, C, E, <u>E</u>	✓	✓	✓		CFA – Community Education Coordinator
12	Community Fire Guard (CFG)	Community Fireguard (CFG) is a community developed program designed to reduce the loss of lives in bushfires. With the support of a facilitator, groups can learn together and work together to develop simple and effective strategies to increase the safety of the participants.	<u>C</u> , E	✓	✓	✓	✓	CFA – Community Education Coordinator Bushfire

No.	Tools/Program/Plans	Tools/Programs Detail	Risk Environment	PPRR Continuum	Expert
		An important aspect of CFG is to build social networks and well connected communities. The social connections gained through CFG are considered by many to be as valuable as the knowledge and skills they acquire. Living under the threat of bushfire is a challenging aspect of living in high risk locations and people who are well connected become more resilient in managing the threat and are better placed to recover from fire should they be directly affected. The Core CFG program consists of 6 core meetings: • Introduction to Community Fireguard program • Living in a high risk environment • Personal safety and resilience • Preparing your property for bushfire • Developing Bushfire Survival Plans for your household • Reviewing your Bushfire Survival Plans An additional workshop is available that covers in more detail the information people need to know when deciding they want to prepare, stay and defend their home. Upon completion of the core meetings program, groups may elect to continue meeting and undertaking activities. Groups may also choose to operate independently of the CFA, making contact with a facilitator on an occasional basis. Regional Planning Meetings are planned at a regional level, managed by the Community Education Coordinator (Bushfire) in consultation with partner organisations. Meeting locations are chosen based on: • The bushfire risk using tools such as VFRR • Brigade input • Past meeting location history • The need to establish a CFG in the area			

No.	Tools/Program/Plans	Tools/Programs Detail	Risk Environment	PPRR Continuum				Expert
		• New housing estates being built • Past bushfire history or experiences						
13	Bushfire Planning Workshops (BPW)	Bushfire Planning Workshops are designed to allow residents who have some knowledge of bushfire safety to consider that knowledge in relation to their household circumstances and commence developing a bushfire survival plan. They involve the audience in the decision making process and are designed to help residents assess their local risk factors and make informed plans based on that knowledge.	<u>C</u> , E	✓	✓	✓	✓	CFA – Community Education Co-Ordinator - Bushfire
14	The Otway Integrated Fire Management Strategy	The Otway Integrated Fire Management Strategy is a joint initiative of the DELWP, Parks Vic, CFA plus Surf Coast and Colac Otway Shires. Its purpose is to develop a collaborative multi-agency approach to reducing and managing the risk of wildfire in the area encompassing the Otway National Park. There are three core components to the strategy: Strategic Fire breaks; Prescribed burns and Asset Protection Zones	<u>C</u> , E	✓	✓	✓	✓	DELWP, CFA – Community Education Co-Coordinator
15	CFA/Council Risk Based Structural Fire Safety Strategies	This strategy is designed to achieve an integrated approach to identifying, assessing and managing the risks within the built environment to: 1. Apply a Risk Management process to identify and assess the level of risk to different types of buildings. 2. Determine priority structural risks based on building classification and other relevant risk factors. 3. By applying an integrated approach for the inspection and mitigation of priority structural risks. 4. Having clearly defined roles regarding the inspection, auditing and management process for dealing with priority structure risks. 5. Using the resources and time available effectively to implement a proactive approach to risk mitigation whilst maintaining a reactive capacity to community concerns to	<u>A</u> , D	✓	✓	✓	✓	CFA – Fire Safety Officer

No.	Tools/Program/Plans	Tools/Programs Detail	Risk Environment	PPRR Continuum				Expert
		ensure compliance with legislative obligations and achieve quality customer service. 6. By educating building owners and managers on their responsibilities and obligations pursuant to the Building Act, CFA Act and OH&S Act (emergency management) by jointly conducting information and education workshops.						
16	Caravan Parks	This Emergency Management Manual has been developed by CFA to assist Caravan Park owner/operators to prepare an Emergency Management Plan that will: 1. Provide clear guidance in the event of an emergency that may effect the health, safety or wellbeing of caravan park clients or residents or have long term effects on business continuity 2. Satisfy the requirements of the Residential Tenancies (Caravan Parks & Moveable Dwellings Registration and Standards) Regulations 1994 3. Meet the requirements of the Occupational Health and Safety Act in respect to Emergency Management Planning for the safety of employees and other persons within a workplace, in this case, caravan parks.	<u>A</u>	✓	✓	✓	✓	CFA – Fire Safety Officer
17	Community Event	Community Event Wildfire Risk Management Guidelines is designed to assist Event Organisers identify vulnerability of their community event to wildfire and to apply a risk management approach to mitigate or reduce the level of risk. It provides a logical decision making process to identify, analyse and determine the appropriate mix of fire management strategies to mitigate the likelihood and consequences from wildfires. A vulnerable community event is defined as any organised group activity that could be directly and indirectly impacted on from wildfire. The extent of the impact is dependent on the size of the event and numbers attending, fuel type, fuel moisture, fuel loads within and surrounding the event, topography and weather conditions during the Fire Danger Period.	<u>A</u>	✓	✓	✓		CFA – Fire Safety Officer

No.	Tools/Program/Plans	Tools/Programs Detail	Risk Environment	PPRR Continuum				Expert
18	Home Fire Safety	The home fire safety strategy is a partnership between CFA, DHHS (Neighbourhood Renewal & Office of Housing) and the Victorian Police and interested municipalities to work with local communities (urban areas) to ensure residents are well-informed about fire safety within and around their homes and are able to play an active role in mitigating home fire risks. By targeting specific at risk residential areas (both public and private residences) with accurate and appropriate information, we seek to achieve shared Community/Government understanding of local fire risks/issues and develop a culture of shared responsibility for addressing those issues.	C, <u>E</u>	✓	✓	✓		CFA – Community Education Co-Coordinator
19	Fire Access Roads	Fire Access Road Subsidy Scheme (FARSS) assist's Municipalities in enhancing community safety where wildfire is considered a potential threat. The scheme provides funding for the following categories of fire management work: 1. Construction of fire access roads 2. Maintenance of fire access roads 3. Establishment of strategic static water supplies To meet the criteria, it must also fulfil one of the following requirements: 1. Reduce the travel time of Brigades in responding to areas containing settlement, sub-divisions or individual properties. 2. Provide an alternate means of egress for the public should the circumstances require evacuation to occur. 3. Provide strategic water supply to assist fire suppression in isolated areas.	C, <u>E</u>		✓	✓		CFA – Road & Rail Fire Management Co-ordinator, CoGG MFPO
20	Agricultural Fire Management	Agricultural fire management guidelines provide practical fire management advice for people living and working on cropping, grazing, plantation, timber and rural lifestyle properties, particularly those who are undertaking property planning or are new to farming.	<u>B</u>	✓	✓	✓	✓	CFA –Vegetation Management Officer (VMO)

No.	Tools/Program/Plans	Tools/Programs Detail	Risk Environment	PPRR Continuum			Expert
21	Roadside Fire Management	Roadside fire management is important for safety, the provision of services (such as electricity) and the environment. Careful fire management works on the roadsides and private and public land can reduce the risk. The Roadside fire management guidelines will assist: 1. Identification of management objectives; 2. Identification and assessment of treatment options; and 3. development of roadside management programs	<u>C</u>	✓	✓	✓	CFA –Vegetation Management Officer (VMO) CoGG Parks Maintenance Unit & Environment & Natural Resources Unit
22	Campfire Prevention	Provide information to increase awareness of the risks associated with campfires to reduce the incidence of preventable wildfires. Undertake patrols and enforcement activities to ensure compliance with fire regulations.	<u>E</u> , C	✓			DELWP
23	Fire Investigation	DELWP, CFA and Victoria Police working collaboratively to investigate and establish the cause and origin of all human caused fires, and seek to identify and as appropriate prosecute the offenders.	A, B, C, D <u>E</u> , F,	✓	✓		DELWP – CFA - VicPol
24	Local Mutual Aid Plans	Multi-agency approach to emergency management lead by DELWP & CFA by working collaboratively to implement fire readiness and response arrangements to ensure integrated and effective fire suppression action.	<u>E</u> , C		✓	✓	DELWP, CFA
25	Daily Readiness	Set up and establishment of Incident Control Centres, Staging, Communications, Aircraft, Plant and People in readiness for wildfire incidents based on trigger levels.	<u>E</u> , C,		✓	✓	DELWP, CFA
26	Planned Burn Program	Implement Safer Together to reduce the risk of bushfires in Victoria through fuel management strategies identified in the Barwon Otway Strategic Bushfire Management Plan.	<u>E</u> , C,	✓	✓	✓	DELWP, CFA
27	Road Management Program	Roads and tracks on public land maintained in accordance with Road Management Act to provide for fire access for rapid first attack response.	<u>E</u> , C		✓	✓	DELWP

No.	Tools/Program/Plans	Tools/Programs Detail	Risk Environment	PPRR Continuum				Expert
28	Strategic Fuel breaks (Relevant to CoGG)	The establishment and maintenance of a network of strategic fuel breaks along roads and tracks that provide extra support for protection of significant assets and facilitate the delivery of planned burns.	<u>E</u> , C,	✓	✓	✓		DELWP
29	Vegetation Monitoring	Fuel hazard assessment, mapping of burn outcomes and monitoring of vegetation on public land to support decision making in scheduling of planned burn program.	<u>E</u> , C	✓	✓	✓		DELWP
30	District Operational Management Plan	Each District has an individual operational management Plan for response activities.	A, B, C, D, E	✓	✓	✓	✓	CFA – Operations Manager
31	Operational Response Plan	Is an agreed plan between DELWP & CFA of designated areas of response.			✓	✓	✓	CFA – Operations Manager, DELWP
32	Traffic Management Strategies / Assistance	To assist response agencies in emergency events through road closures, diversions, etc. Planning of diversion routes and installation of DISPLAN boxes at agreed locations	B, C, E, F		✓	✓	✓	VicPol
33	Strategic Fire Fuse Breaks	Fuel reduction on arterial roads in accordance with municipal fire prevention plans by spraying, slashing of roadsides or grading fuse breaks prior to burning off activities by the CFA	<u>B</u> , C, E	✓	✓			Regional Roads Victoria
34	Arterial Roadside Maintenance	Maintenance standards regarding vegetation encroaching the road envelope and management of roadsides to reduce fuel loads prior to the fire season i.e., programming maintenance slashing in November	<u>B</u> , C, E	✓	✓			Regional Roads Victoria
35	Road Opening Approval	Assessment and condition reporting of pavements, roadside vegetation (dangerous trees) and bridges prior to re-opening roads	<u>B, C, E, F</u>			✓	✓	Regional Roads Victoria
36	Registration and License Replacement	Registration and licensing arrangements for bushfire victims	B, F			✓	✓	VicRoads
37	Removal of damaged vehicles	Burnt out vehicle removal on Arterial Roads	B, F			✓	✓	Regional Roads Victoria
38	Fire Awareness Guidelines	Guidelines outlining procedures to ensure safety of employees working in remote areas during the Fire Danger Period, and work	<u>E</u> , C, B	✓	✓	✓	✓	Barwon Water

No.	Tools/Program/Plans	Tools/Programs Detail	Risk Environment	PPRR Continuum				Expert
		restrictions and communication protocols to be implemented on Total Fire Ban Days						
39	Fire Awareness Training	Fire awareness training provided for employees working in remote areas	<u>E</u> , C, B		✓			Barwon Water
40	Asset Protection Checklist	Annual inspection of major water supply assets/sites to ensure preparedness for Fire Danger Period	<u>E</u> , C, B, F	✓	✓			Barwon Water
41	Routine Asset/Site Maintenance	Ongoing Mowing/Slashing of sites to reduce fuel loads for protection of assets or adjoining properties	<u>E</u> , C, B, F	✓	✓			Barwon Water
42	Emergency Management Manual	Policy and procedures for the management of incidents that have, or have the potential to, impact on Barwon Water's ability to maintain water and sewerage services to the community.	<u>E</u> , C, B, F		✓	✓	✓	Barwon Water
43	Emergency Power Supplies	Onsite back-up generators for major sites/assets and fleet of portable generators to assist in maintaining operation of infrastructure during periods of power failure	<u>E</u> , C, B, F		✓	✓		Barwon Water
44	Member of MEMPC	Municipal Emergency Management Planning Committee	E, C, B, <u>E</u>	✓	✓	✓	✓	Barwon Water
45	Bushfire Mitigation Plan	Powercor's Bushfire Mitigation plan is prepared in accordance with the Electricity Safety (Bushfire Mitigation) Regulations 2013 and is required to be submitted to Energy Safe Victoria for acceptance. The plan details Powercor's policies, procedures and programs for the inspection, maintenance, audit and operation of the electricity network to minimise the risk of fire start from its electrical assets.	B, C, D & F	✓				Powercor
46	Vegetation Management around power lines	Powercor's Electric Line Clearance (Vegetation) Management Plan is prepared in accordance with the Electricity Safety (Electric Line Clearance) Regulations 2015 and is required to be submitted to Energy Safe Victoria for approval. The plan details Powercor's policies, procedures and programs to manage vegetation around power lines.	B, C, D & F	✓				Powercor
47	Fire Hazard Mapping Project (Power lines)	Fire Hazard Mapping project to review low bushfire risk areas and make a determination on any changes to the risk level. The project is managed and undertaken by the CFA in rural Victoria over a four-year cycle.	B, C, D & F	✓				CFA

No.	Tools/Program/Plans	Tools/Programs Detail	Risk Environment	PPRR Continuum		Expert
48	Private Overhead Electric Lines (POELs)	Inspection of POELs and any associated defect process management. Annual letter mail out to all customers with POELs in Powercor's service area, detailing their responsibilities to maintain their POELs including vegetation clearances. Annual letter mail out to Registered Electrical Contractors in Powercor's service area to raise awareness of the importance of POEL maintenance works and complying with the regulations and Powercor's processes.	B & C	✓		Powercor
49	Vegetation Management around Power lines in Declared Areas	Maintain vegetation clearance around power lines in Declared areas in accordance with the Electricity Safety (Electric Lines Clearance) Regulations 2010.	D & F	✓		Councils
50	Power line Easement Management.	Review easements, in conjunction with Municipal Fire Prevention Officers, CFA and/or DELWP, to determine treatment works for power line easements that form agreed Strategic Fire Break, Breaks for Controlled Burns or required for Asset Access and Protection.	B & C	✓	✓	Councils
51	Power lines Faults and Emergency Events including Fire	Powercor maintains a 24 hour fault and emergency response including call centre, faults dispatch and system control centres. Powercor invokes escalation procedures to manage and respond to major events including Powercor Emergency Management Liaison Officers (EMLOs) attending Incident Control Centres (ICCs) and attending Community Briefings/Meetings when invited.	B, C, D & F		✓	Powercor
52	Emergency Recovery Information Pack – After the Fires	This "After the Fires" pack is designed to be used a single deployment of information, FACT sheets and contact details of various State and Local Government and other support agencies, which can provide support services to people affected by the emergency incident.				DHHS
53	Community Information Flyer	This Flyer is designed to be handed to people who need to leave an area affected by an emergency incident, the flyer highlights the support services which are available at a Relief / Recovery Centre				DHHS

No.	Tools/Program/Plans	Tools/Programs Detail	Risk Environment	PPRR Continuum				Expert
		and list the contact details of the local government authority in their area. It also advises affected people to seek further information by listen to ABC radio 774AM or call the Emergency Information line.						
54	Chainsaw crews to clear fallen trees from access roads.					✓		SES
55	Lighting of staging areas or areas as required.					✓		SES
56	Assisting Victoria Police at traffic management points					✓		SES
57	Community Information Guides				✓	✓		CFA – Operations Manager District 7
58	Brigade Community Program	Community education/engagement program i.e.			✓	✓		CFA
59	Brigade Fuel Management Program	Fuel reduction works in support of land owners i.e. advise land awareness on fuel management			✓	✓		CFA
60	Fire Safety at Community Events	Conduct Inspection and other compliance with Building Act and Regulations & other applicable laws, i.e. OH&S Act, DG Regulations. CFA Act, Planning and Environment Act Programmed Inspections of community events with all relevant partner agencies.	<u>A</u> , B,C,E, F		✓	✓	✓	Council Events Coordinator
61	Fire Safety in Commercial & Industrial Premises	Audits of high risk buildings re compliance with Building Regulations. Essential Services inspections	<u>A</u> , F		✓	✓	✓	Council Building Surveyor
62	Structure Fire Integrity Inspections	Identify buildings that have been damaged by fire and inspect for public safety.	<u>A</u> , B,C,E F		✓	✓	✓	Council Building Surveyor

No.	Tools/Program/Plans	Tools/Programs Detail	Risk Environment	PPRR Continuum				Expert
63	Fire Safety In Caravan Parks and Camping Grounds.	Programmed Inspections of Caravan Park and Camping Grounds with all partner agencies.	<u>A</u> , B, C, E, F	✓	✓	✓	✓	Environmental Health Officer Council Building Surveyor
64	Pre-Season Community Awareness Campaign	Pre-season advertising, courtesy letters and other information programs.	A, B, C, D, E, <u>E</u> ,	✓	✓			Council MFPO
65	Fire Hazard Management on Council Owned or Managed Land	Management of fire hazards on Council land through fuel reduction works. (Excluding roadsides)	<u>A</u> B, C, E, F	✓	✓		✓	Various Council Units
66	Permit to Burn	Issue Schedule 12,13 & 14 permits to burn upon directions from relevant CFA Region. Issue local law permits with conditions for safe removal of fuel loads outside FDP. (CoGG & BOQ)	<u>B</u> , C,D, E	✓	✓			Council MFPO
67	Bushfire Management Overlay & Land Use Planning Controls	Maintain and implement the provisions of BMO and other land use controls.	B, <u>C</u> E,	✓	✓	✓		Council Statutory Planning
68	Power line Clearance	Maintain tree clearances to Energy Safe Regulations within declared areas.	B, <u>C</u> , E	✓	✓		✓	Council MO Tree Management Unit
69	Roadside Vegetation Management	Slash/Spray Council managed roads within the municipality to reduce fuel loads over fire season. Maintain clear path for vehicle access and maintenance of council trees on all Council managed roads.	A, <u>B</u> , C, E, F	✓	✓		✓	Council MO Tree Management Unit Parks MO
70	Annual Fire Hazard Inspection	Conduct inspections of municipality to identify potential and actual fire hazards on private land and direct removal of same through service of Fire Prevention Notices.	A, B, C, D, E, <u>E</u>	✓	✓			Council MFPO
71	Fire Access Track	Annual inspection and maintenance of all designated Fire Access Tracks.	B, <u>C</u> , E,	✓	✓	✓	✓	Council MO Works & MO Tree Management Unit

No.	Tools/Program/Plans	Tools/Programs Detail	Risk Environment	PPRR Continuum				Expert
72	MEM Plan	Implements/activates the agreed arrangements to ensure a coordinated response.	A, B, C, D, <u>E</u> , F	✓	✓	✓	✓	Council MERO & Recovery Manager
73	Building in BPA areas	Check all new building applications to ensure they comply with Australian Standard AS3959/2009 prior to issue of a building permit.	A, B, C, D, E, F	✓	✓			Council Building Surveyor
74	Non Fire Season Inspection Program	Conduct random inspections for overgrown properties or investigate complaints with view to removing fire hazard outside FDP.	A, C, D, <u>F</u>	✓	✓			Council MFPO
75	Fire plug Installation and Maintenance	Ensure all sub divisions have fire plugs located as per Standard C29 of Clause 56. Comply with draft MOU	<u>F</u> A, B, C, D, E,		✓	✓		Council Statutory Planner, & Barwon Water
76	Annual Maintenance of Fire Management Roads/Breaks	Fire management roads/breaks (Strategic, Primary, Secondary) listed in MFPP (<i>under Council management</i>) are reviewed and maintained throughout the municipality.	<u>B</u> , C, E	✓	✓			Council Parks & Arboriculture Unit
77	Hoarding	Identify possible properties and attempt to work with owner/occupier (across Council departments) to resolve issue. Hoarding Network, coordinated by the Community Development department, meet to work towards an integrated multi agency response.	B, C, <u>F</u>	✓	✓	✓	✓	Env Health, Local Laws, Community Dvlp, MFPO
78	Redi Plan	Preparedness Outreach – non hazard specific emergency household planning using Red Cross REDiPlan resources, psychological support in emergency planning; Preparedness community engagement – deliver preparedness information to communities with a participatory, multi-agency approach, and facilitate community/group planning through Red Cross REDiPlan resources; Supply resources and literature to preparedness efforts/initiatives (e.g. Vulnerable Facilities and Communities); Training to community care providers/community services in emergency planning and preparedness – to train staff in facilitating emergency planning with clients.	A, B, C, F	✓	✓		✓	Red Cross & CoGG

ATTACHMENT 4: HAZARD TREES – IDENTIFICATION AND NOTIFICATION PROCEDURES

The Electricity Safety Act 1998 (Vic) (**ES Act**) provides that a municipal council must specify, within its Municipal Fire Prevention Plan:

1. procedures and criteria for the identification of trees that are likely to fall onto, or come into contact with, an electric line (**hazard trees**); and
2. procedures for the notification of responsible persons of trees that are hazard trees in relation to electric lines for which they are responsible.

Under the ES Act, the person responsible for maintaining vegetation and clearance space around power lines is referred to as the 'responsible person'.

The procedures outlined in this section of the Municipal Fire Management Plan 2015 – 2018 seek to address the requirement detailed above.

Each responsible person should have its own internal procedure regarding the steps that will be taken when it receives notification of a potentially hazardous tree.

What is a hazard tree?

According to the ES Act, a hazard tree is a tree which 'is likely to fall onto, or come into contact with, an electric line'.

The Electricity Safety (Electric Line Clearance) Regulations 2015 (**the Regulations**) further provide that a responsible person may cut or remove such a tree 'provided that the tree has been assessed by a suitably qualified arborist; and that assessment confirms the likelihood of contact with an electric line having regard to foreseeable local conditions.'

Due to legal requirements which require a clearance space be maintained around an electric line, hazard trees are usually located outside the regulated clearance space. Despite being outside the clearance space, the tree may still have the potential to contact the line due to its size or because of a structural fault or weakness which renders part, or all, of the tree likely to contact or fall onto the line.

Who is responsible for a hazard tree?

Under the ES Act, the person responsible for maintaining vegetation and clearance space around power lines is referred to as the 'responsible person'. This includes responsibility for keeping the whole or any part of a tree clear of the line.

Under the ES Act, responsibility is allocated between distribution businesses and other owners of electricity infrastructure, land owners and occupiers, public land managers such as municipal councils and VicRoads.

Municipal councils are responsible for trees on public land within their municipalities, for which they are the land manager, where these are also within a Declared Area for the purposes of the ES Act. Primary responsibility for vegetation clearance and management within the municipality, for areas which are not within a Declared Area, will usually fall to the relevant electricity distribution company.

Responsible Persons within City of Greater Geelong

There are a number of organisations that have responsibility for line clearance in City of Greater Geelong, including:

- Powercor: for trees affecting all 66KV, 22KV high voltage lines and low voltage lines outside the Declared Area (for the purposes of the ES Act) and trees on private property within the Declared Area.;
- SP Ausnet: for the 220kV line running between the Geelong Terminal Station (Cox Rd) and Alcoa, Point Henry*;
- Alcoa Pty Ltd: for the 220kV line running between Anglesea to Alcoa, Point Henry*;
- SP Ausnet: for all lines on transmission towers except as mentioned above;
- The City of Greater Geelong: for trees on public lands which are managed by the City and where road reserves are located within the Declared Area (for the purposes of the ES Act);
- Foreshore Committees of Management: for trees affecting power lines on land managed by the committee.

Other relevant information

Responsible persons, other than private persons, must have an electric line clearance management plan in place for areas for which they have responsibility (*refer Electricity Safety (Electric Line Clearance) Regulations 2015*).

The City of Greater Geelong has a Line Clearance Vegetation Management Plan 2017-2018 that outlines vegetation management under power lines.

Procedures and criteria for identifying hazard trees

In the course of everyday duties, potentially hazardous trees may come to the attention of staff or volunteer members of the entities with representation on the Municipal Fire Management Planning Committee (**the Committee**), staff of the distribution business(es) or other persons, including members of the public.

There are a range of factors which may indicate that a tree is a hazard tree. That is, a tree which is likely to fall onto, or come into contact with, an electric line. Some of these factors will be obvious when looking at the tree but many may only be apparent when the tree is assessed by a person with specific expertise and training, such as an arborist.

The following criteria may be used to assist in identifying a hazard tree:

- The size of the tree suggests that it is likely to come into contact with the electric line, for example because it appears to be encroaching or growing into the line clearance space.
- There is an excessive lean on the tree, or branches hanging off the tree and the tree is in proximity to an electric (power) line.
- The size or appearance of the tree suggests it could come into contact with the line including under foreseeable local conditions.

If a potentially hazardous tree is identified, the notification procedure outlined below should be followed. Where a responsible person becomes aware of a potentially hazardous tree for which they have responsibility, they must follow their own applicable internal procedure and the notification procedure described below does not apply.

Procedures and criteria for notifying hazard trees

To ensure that information regarding potentially hazardous trees is captured in an efficient manner and, as appropriate, referred to the responsible person for action, the following procedure for the notification of hazardous trees should be followed:

- The person with responsibility for the highest percentage of lines within the municipality (**the primary responsible person**) [*or alternative person as nominated and agreed by the committee*] is the person to whom potentially hazardous trees should be reported.
- The primary responsible person (or their representative) is referred to in these Procedures as the primary responsible person representative (**PRPR**).
- Where any person becomes aware of, or receives a report of, a potentially hazardous tree within the municipality, this should be referred to the PRPR. Where the Committee becomes aware of, or receives a report of, a potentially hazardous tree within the municipality, this must be referred to the PRPR.
- Reports of potentially hazardous trees must be provided to the PRPR for action as soon as practicable. Reports must include, at a minimum:
 - The name and contact details and any relevant qualifications where known of the person making the report
 - As much detail as possible about the location of the tree (including, where known, GPS coordinates, details of numerical/name plate on nearest pole, name of nearest road or crossroads, closest landmark, whether tree is on private land or road reserve etc.)
 - A description of the tree (including, if known, the genus and species of tree)
 - The primary reasons given for the tree being identified as potentially hazardous (e.g. tree is in proximity to an electric line AND there is evidence of structural weakness and/or excessive lean and/or appears to be encroaching into line clearance space etc.)
 - An indication of whether or not urgent action is required.
- The PRPR must take all necessary steps to advise the person responsible for the tree that it may be hazardous.

Primary Responsible Person Representative (PRPR)

For the purposes of this part of the Plan, the primary responsible person is Powercor.

All reports of hazard trees to Powercor should be made on the 'Municipal Hazard Tree Notification Form' which is located on the Powercor Website www.powercor.com.au

Contact details for the PRPR, are as follows:

Agency name	POWERCOR
Position title of contact person	Vegetation Technical Officer
Telephone Number	03 9683 4444
Email address	vegtech@powercor.com.au
Facsimile Number	03 9683 4076

Procedures for Notification of Responsible Persons

Where a potentially hazardous tree has been reported to the PRPR, the PRPR should follow the procedure outlined below.

Step 1	Report provided to PRPR.	
Step 2	PRPR to determine who the responsible person is in relation to the reported tree. (If necessary, the PRPR can seek assistance from ESV for this step.)	
Step 3	Is the responsible person the primary responsible person?	Yes => applicable internal procedure for referral and assessment of potentially hazardous tree to be followed. No => proceed to Step 4.
Step 4	Did the report indicate that urgent action is required?	Yes => the responsible person should be notified as soon as possible. For the City of Greater Geelong within 3-working days a council arborist will undertake a risk assessment and works will be programmed as a result of this assessment. No => the PRPR must advise the responsible person of the existence and location of a potentially hazardous tree in accordance with the timelines below.*

* The PRPR should put in place mutually agreed arrangements for the manner in which it passes on reports of potentially hazardous trees to responsible persons.

Reporting Timelines

The PRPR should provide reports to the relevant responsible person as soon as practicable.

In circumstances where:

- the potentially hazardous tree is located within a high bushfire risk area (as per s.80 of the ES Act) and the potentially hazardous tree is reported during the fire danger period declared under the *Country Fire Authority Act 1958* (Vic); or
- the report indicates that there is an imminent danger that the tree will contact or fall onto lines as a result of minor environmental changes;

The potentially hazardous tree must be referred to the relevant responsible person for action as soon as possible. For the City of Greater Geelong within three working days a council arborist will undertake a risk assessment and works will be programmed as a result of this assessment.

Each responsible person (other than the primary responsible person) must provide the PRPR with contact details of the person (position title) to whom reports should be provided. It is the responsibility of each responsible person to ensure that the PRPR is provided with up-to-date contact details.

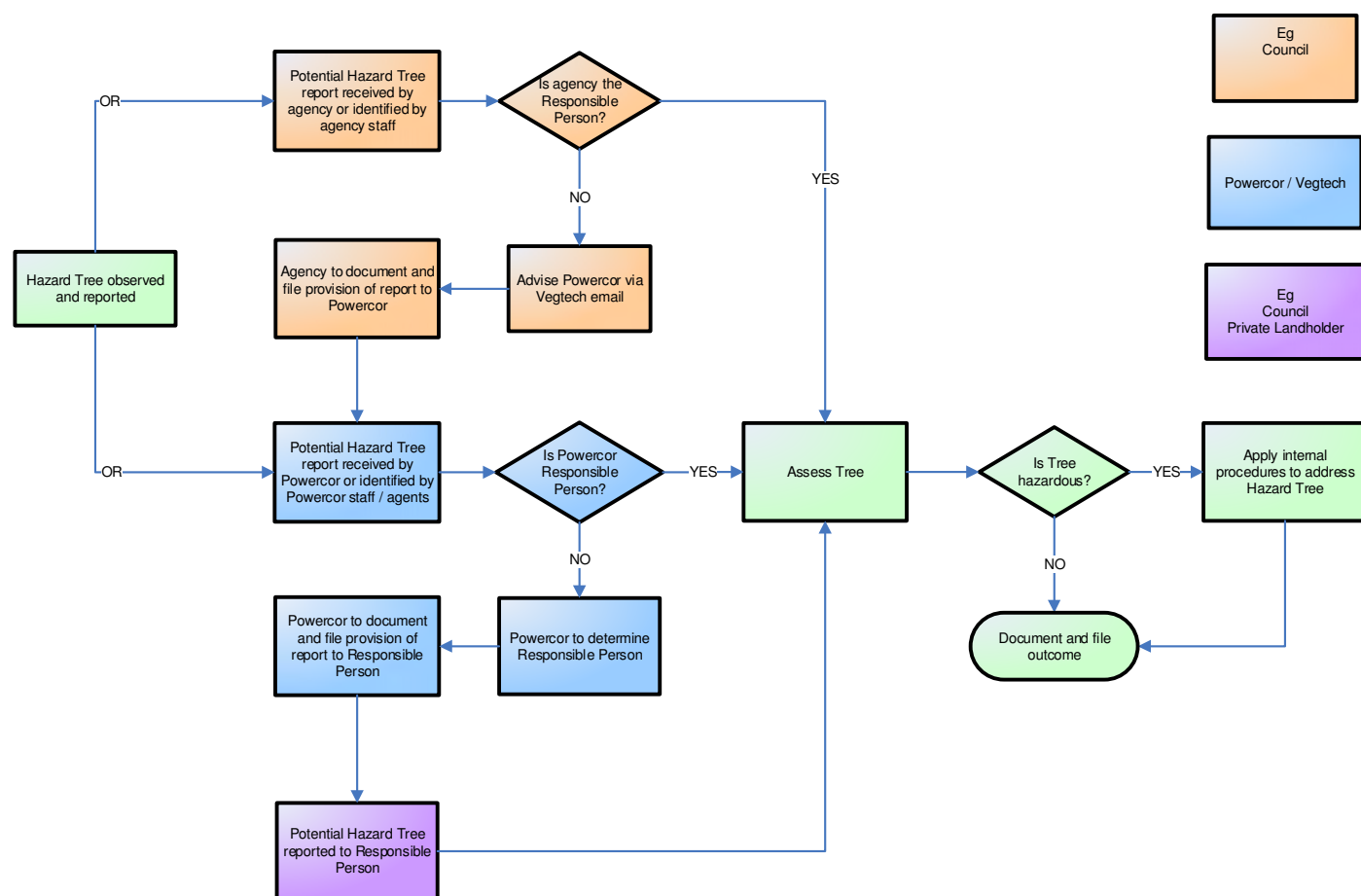
Register

It is recommended that the PRPR maintain a register in which all notifications are recorded together with the date of receipt of the notification and the date the notification was reported to the responsible person.

It is recommended that responsible persons also maintain a register of notifications received of hazardous trees for which they are the responsible person.

PRPR Consultation

The Committee notes that the Primary Responsible Person was consulted in relation to the development of these procedures.



ATTACHMENT 5: COMMUNITY INFORMATION GUIDES, PLACES OF LAST RESORT & FIRE REFUGES

Community Information Guides

The following community information guides have been certified by CFA & Council

- Breamlea
- Anakie
- Lara
- Little River
- Ocean Grove
- St Leonards / Indented Head
- Pt Lonsdale
- Ceres

These can be found at <http://www.cfa.vic.gov.au/plan-prepare/community-information-guides/>

Places of Last Resort (PLR) - Neighbourhood Safer Places (NSP) - Fire Refuges

During 2010, Council adopted its 'Municipal Council Neighbourhood Safer Places Plan'. This plan outlines the assessment process that council's Municipal Emergency Management Planning Committee would follow should a site be identified by Council and certified by CFA as being a NSP.

As part of its legislative requirement to continue to look for potential NSPs, two new locations were identified during 2012 as potential NSPs.

- a natural depression off Mount Road Anakie (east side),
- the Barwon Heads Airport located in Connewarre.

These two locations were forwarded to the CFA for assessment and both places failed the CFA assessment.

All sites referred to CFA for assessment to date have failed to pass the assessment and a report on same was tabled at the May 22nd 2012 Council meeting. In 2019 an internal review was conducted with no new PLRs identified.

The City of Greater Geelong has at this point of time no PLRs. The townships of Anakie, Breamlea and Little River were identified for assessment but have since been deemed unsuitable.

Having now looked for potential PLRs across the municipality it is unlikely that any future sites will be located within the City of Greater Geelong. It may well be safer to encourage all persons seeking to relocate in a fire event to once on the road to continue on to the next large township.

It is only 10 minutes by car from any place of high Bushfire risk in the City of Greater Geelong to another larger settlement where shelter, food and drink can be found. Encouraging people to remain in a fire zone, places people in unnecessary danger.

Evidence from the reports into bushfires where fatalities have occurred indicate that many people still have either no fire plan, they wait until their fire plan of stay and defend fails, or they just wait till the last minute when the fire front has arrived to make a decision on leaving.

The message for people in high bushfire risk environments must be to Leave Early.

The City of Greater Geelong does not have any declared Fire Refuges.

ATTACHMENT 6: THE CITY & BOQ MFMPc STAKEHOLDER & ENGAGEMENT MATRIX

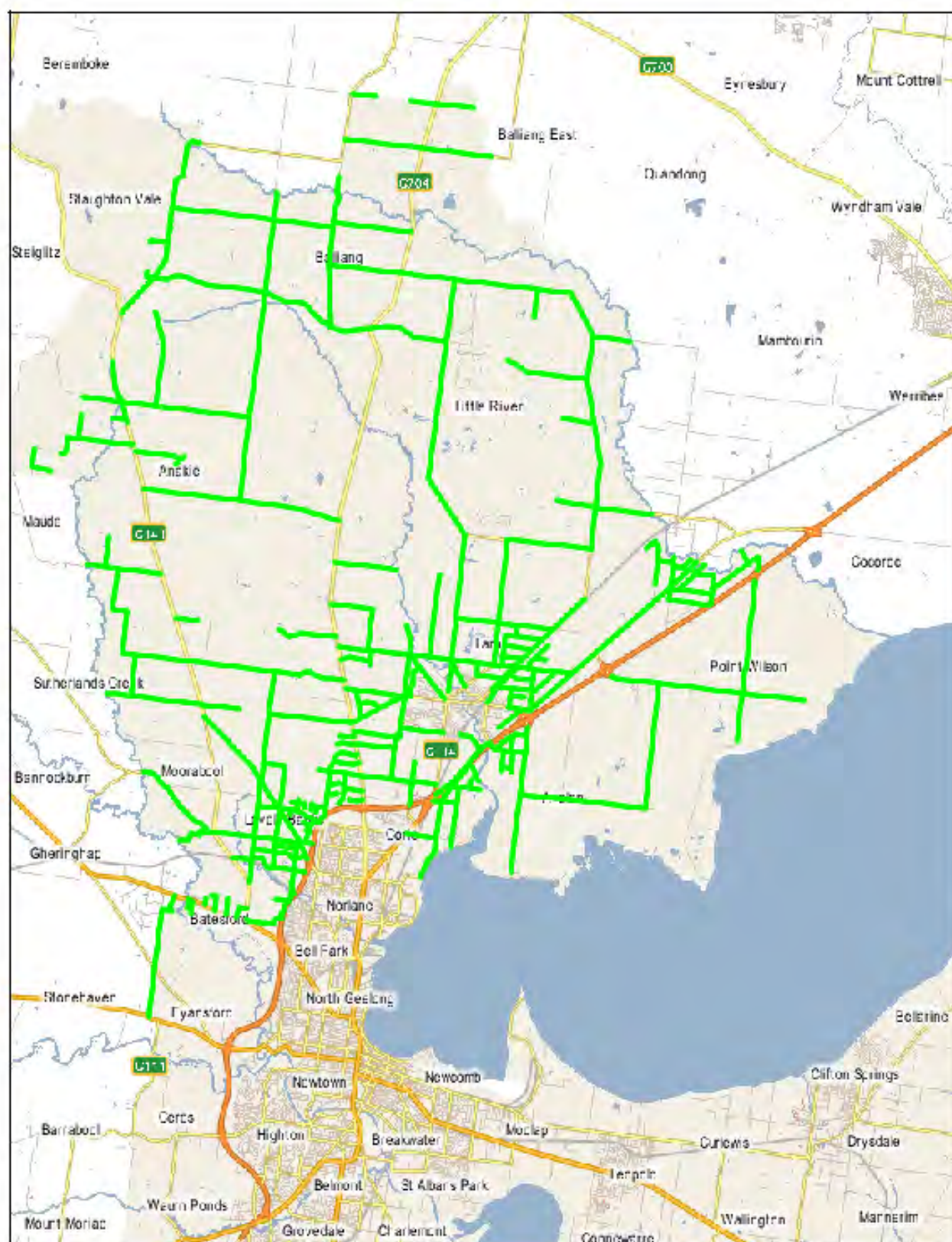
Level of Engagement				
Primary Stakeholder	<i>Attend all MFMPc Meetings</i>	<i>Participation in all MFMPc projects</i>	<i>Receive Minutes</i>	<i>Receive Regional Communiqué</i>
CFA	✓	✓	✓	✓
DELWP	✓	✓	✓	✓
Parks Victoria	✓	✓	✓	✓
Victoria Police	✓	✓	✓	✓
Municipalities	✓	✓	✓	✓
Barwon Water	✓	✓	✓	✓
Vic Roads	✓	✓	✓	✓
Secondary Stakeholders	<i>Attend MFMPc Meetings as required</i>	<i>Participation in MFMPc Projects as required</i>	<i>Receive Minutes</i>	<i>Receive Regional Communiqué</i>
DHHS	✓	✓		✓
DEDJTR	✓	✓		✓
DPCD	✓	✓		✓
SES	✓	✓		✓
Ambulance Vic	✓	✓		✓
Catchment Management Authorities	✓	✓		✓
Aboriginal Affairs Victoria	✓	✓		✓
Powercor	✓	✓		✓
DET	✓	✓		✓
Telecommunication Providers	✓	✓		✓
V Line	✓	✓		✓
Vic Track	✓	✓		✓
Bellarine Peninsula Railways	✓	✓		✓
Tertiary Stakeholders	<i>Chair/Delegate & Executive Officer Meet as required</i>	<i>Involved/informed regarding MFMPc Projects as required</i>	<i>Receive Minutes</i>	<i>Receive Regional Communiqué</i>
Geelong Otway Tourism	✓	✓		
Committees of Management	✓	✓		
VECCI	✓	✓		
ARTC	✓	✓		
Indigenous Groups/ Traditional Owners	✓	✓		
Industry Groups	✓	✓		
Public Interest Groups	✓	✓		

Level of Engagement		
VFF	✓	✓
Chamber of Commerce	✓	✓
Media	✓	✓

ATTACHMENT 6.1: COGG & BOQ MFMP COMMITTEE MEMBERSHIP

Position	Agency
Commanders	CFA
Group Delegates	CFA
Fire Management Officer	DELWP
Ranger in Charge Fire & Emergency	Parks Victoria
Municipal Emergency Response Coordinator X 2	Victoria Police
Regional Emergency Management Officer	Vic Roads
Municipal Fire Prevention Officer x 2	Borough of Queenscliffe City of Greater Geelong
Municipal Emergency Resource Officer	City of Greater Geelong
Municipal Recovery Manager	City of Greater Geelong
Statutory Planner	City of Greater Geelong
Municipal Building Surveyor	City of Greater Geelong
Emergency Management Officer	Barwon Water
Manager Environment or delegate	City of Greater Geelong

ATTACHMENT 7.1: MAPS NORTH ZONE ROADSIDE MAINTENANCE



Nth Zone Roadside
Maintenance A4

May 15, 2012 4:41 PM

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Prepared by the City of Greater Geelong - PLACES



MGA Zone 55



Scale 1 : 184369

ATTACHMENT 7.2: MAPS SOUTH ZONE ROADSIDE MAINTENANCE



1 Sth Zone Roadside
Maintenance A4 Portrait

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GEELONG

May 15, 2012 10:08 AM

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MGA Zone 55

Scale 1 : 122153

ATTACHMENT 7.3: MAPS EAST ZONE ROADSIDE MAINTENANCE



East Zone Roadside Management

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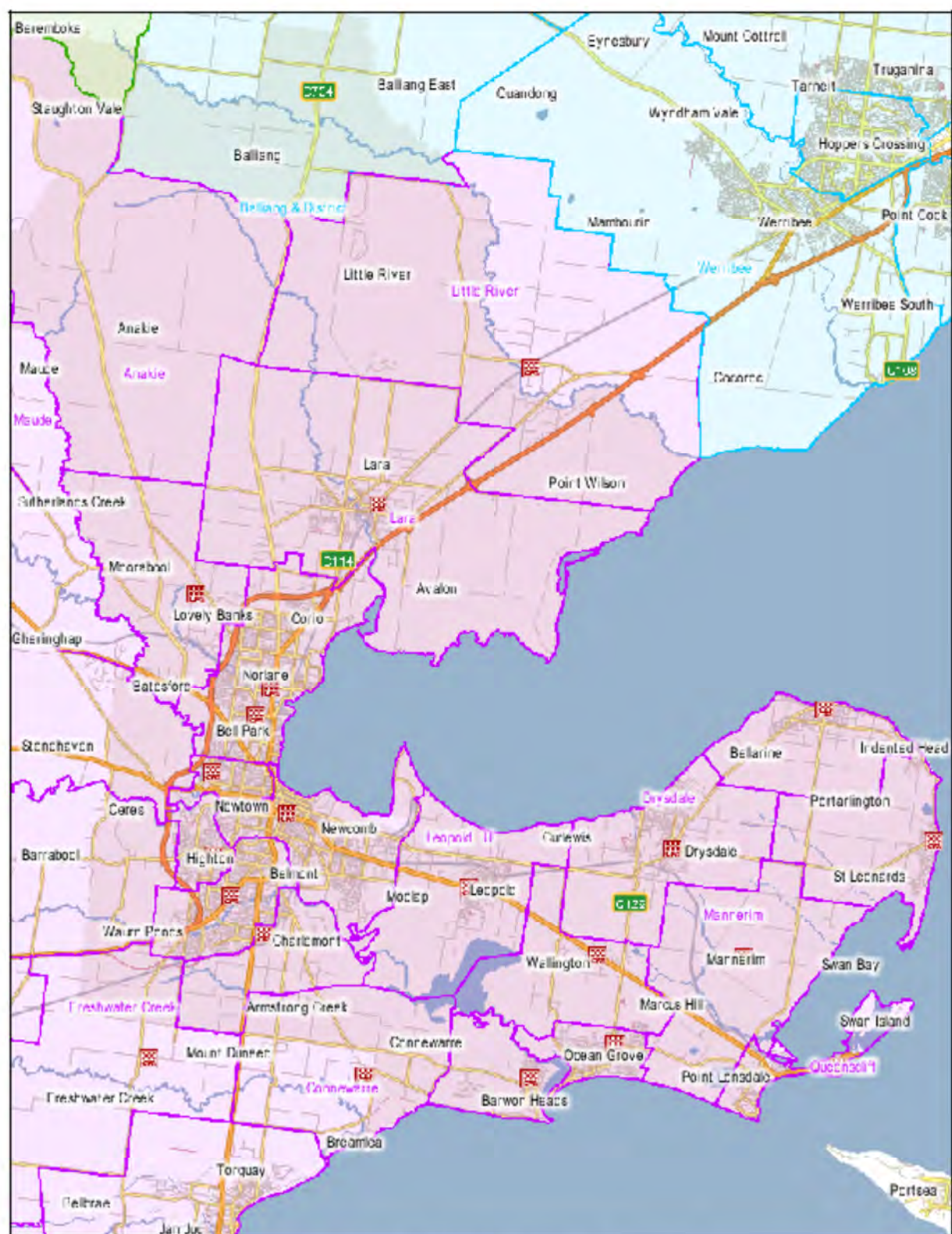
May 14, 2012 2:24 PM

Prepared by the City of Greater Geelong - PLACES

MGA Zone 55

Scale 1 : 118895

ATTACHMENT 7.4: MAPS CFA BRIGADE BOUNDARIES



CFA Brigade Boundaries

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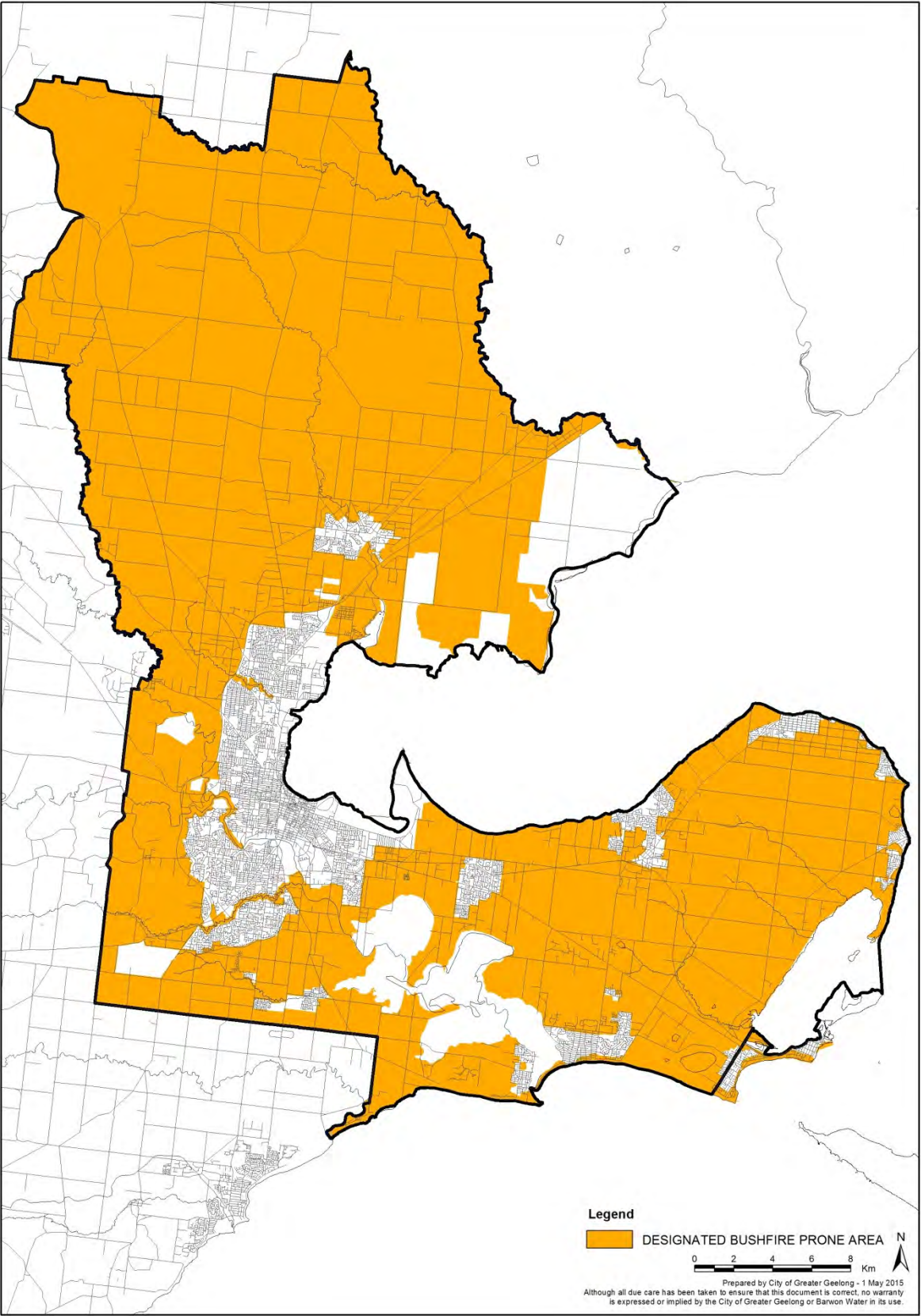
May 24, 2012 8:30 AM

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Scale 1 : 227426

ATTACHMENT 7.5: MAP BUSHFIRE PRONE AREA



ATTACHMENT 8: RELATED PLANS

Name of the Plan	Plan Owner	Contact Number	Comment
Community Information Guides Breamlea Anakie Lara Lt River Ocean Grove St Leonards / Indented Head Pt Lonsdale Ceres	CFA		
Strategic Fuel Breaks	Council / DELWP / CFA		
Fire Operations Plans	DELWP		
R2D2 Recovery Plan	DHHS		
Water Catchment Management Plans	Barwon Water		
Power line Bushfire Mitigation Plan	Powercor		Refer Powercor website www.Powercor.com.au
Operational Response Plan	CFA		
Municipal Emergency Management Plan	Council	Kevin Garde 5272 4533	
Municipal Council Neighbourhood Safer Places Plan	Council	Kevin Garde 5272 4533	
CFA Brigade Community Safety Plans	CFA		Each Individual brigade has its own plan
CFA Bellarine Group Community Safety Plan	CFA		Plan covers all Bellarine Brigades
Municipal Fire Management Plan	Council	David Skurrie 5272 4437	

ATTACHMENT 9: STRATEGIC FIRE MANAGEMENT ROADS

At a meeting of a subcommittee of the Municipal Fire Management Planning Committee in August 2016 the matter of Strategic Fire Management Roads was discussed at length resulting the renaming of such roads according to their potential usage in a fire event.

3 categories of road and their required treatments were agreed on being;

3. Strategic Fire Control Break Road

1. Strategic Fire Access Road

2. Strategic Community Access Road

1, Strategic Fire Control Break Road

Is a road where the fire agencies would attempt to fight or pull up a fire on an average fire day.

Treatment: Where possible all grass to be slashed from fence line to fence line and all dead and fallen vegetation to be removed from roadside.

2, Strategic Fire Access Road

Is a road not deemed to be suitable for pulling up a fire but is suitable for emergency services vehicles to travel during a fire event.

Treatment: Where possible all grass to be slashed from fence line to fence line and all dead and fallen vegetation to be removed from roadside.

3, Strategic Community Access Road

Is a road to use by the community to leave an area that is currently experiencing a fire event.

Treatment: On a Regional Roads road all grass to be slashed 3 metres from roadside in alignment with current Regional Road practice, for City of Greater Geelong roadsides grass to be cut as per standard fire prevention works process and all dead and fallen vegetation to be removed from roadside.

All roads listed below have been ground truthed to ensure that they were able to meet the requirements of that particular road type. It is understood that some roads may be added over time to the attached list and some roads may be removed.

It also acknowledged that on all Strategic roadsides that 100% maintenance of the roadside may not be achievable due to current vegetation on the roadsides.

It is understood that prior to a fire event all roads can be considered Community Access Roads, during a fire event roads may be closed as they will be required for emergency vehicles only.

Southern Area

Fire Control Break Roads

Community Access Roads

Ring Road, (Hamilton Highway to Municipal Boundary)
 Barrabool Road, (Ring Road to Merrawarp Road)
 Anglesea Road, (Baanip Boulevard to Mt Duneed Road)
 Torquay Road, (Baanip Boulevard to Lower Duneed Road)
 Mt Duneed Road, (Torquay Road to Pettavel Road)
 Lower Duneed Road, (Torquay Road to Barwon Heads Road)
 Barwon Heads Road, (Batten Road to Golf Links Road)
 Black Rock Road, (Barwon Heads Road to Thirteenth Beach Road)

Vic Roads

Vic Roads

Vic Roads

Vic Roads

Vic Roads

Vic Roads

Vic Roads

Breamlea Road, (Barwon Heads Road to Horwood Drive)

Eastern Area

Fire Control Break Roads

Portarlington Road, (Whitehorse Road to Grubb Road)
 Hermsley Road, (Portarlington Road to Avila Road)
 Grubb Road, (Portarlington Road to Swan Bay Road)
 Andersons Road, (Grubb Road to Queenscliff Road)
 Queenscliff Road, (Murradoc Road to Hood Road)
 Scotchmans Road, (Portarlington Road to Queenscliff Road)
 Bellarine Highway, (Clifton Avenue to Fellows Road)

Vic Roads

Vic Roads

Vic Roads

Community Access Roads

Hood Road, (Queenscliff Road to Henderson Street)
 The Esplanade, (Hood Road To Bluff Road)
 Murradoc Road, (The Esplanade to Queenscliff Road)
 Bluff Road, (The Esplanade to Murradoc Road)

Fire Access Roads

Coatsworth Road, (Queenscliff Road to Ibbotson Street)
 Andersons Road, (Queenscliff Road to Manifold Road)
 Queenscliff Rd, (Murradoc Road to Bellarine Highway) **Vic Roads**
 Grubb Road, (Swan Bay Road to Bellarine Highway) **Vic Roads**

Shell Road, (Fellows Road to Bonnyvale Road)
 Grubb Road, (Bellarine Highway to Shell Road/Thacker St) **Vic Roads**
 Shell Road, (Banks Road to Grubb Road)
 Wallington Road, (The Avenue to Hardings Road)

Northern Area

Fire Control Break Roads

Bacchus Marsh Balliang Road, (Murphys Road to Swamp Road)

Hannans Road, (Old Boundary Road to Staughton Vale Road)

Brownes Road, (Old Boundary Road to Ballan Road)

Pringles Road, (Ballan Road to Municipal Boundary)

Granite Road, (Old Boundary Road to Sandy Creek Road)

Little River Ripley Road, (Peak School Road to Ford Proving Ground)

Princes Highway, (Beach Road to Municipal Boundary)

Ballarat Road, (Ring Road to Municipal Boundary)

Fyansford-Gheringhap Road, (Hamilton Hwy to Boundary)

Vic Roads

Vic Roads

Vic Roads

Fire Access Roads

Ballan Road, (Staughton Vale Rd to Municipal Boundary)

De Motts Road, (Ballan Road to Durdidwarrah Road)

O'Neils Lane, (Ballan Road to Durdidwarrah Road)

Old Melbourne Road, (McIntyres Road to Peak School Road)

Vic Roads

Community Access Roads

Mill Road, (McClelland Road to Branch Road)

Forest Road North, (Patullos Road to Plains Road)

Elcho Road, (Bacchus Marsh Road to Patullos Road)

Bacchus Marsh Road, (Heales Road to Boundary) **Vic Roads**

Old Boundary Road, (Carrs Road to Municipal Boundary)

Ballan Road, (Staughton Vale Road to Pringles Road) **Vic Roads**

Carrs Road, (Ballan Road to Bacchus Marsh Road)

Little River Ripley Road, (Bacchus Marsh Rd to Sandy Creek Rd)

Windermere Road, (Bacchus Marsh Road to Flinders Avenue)

Ring Road, (Princes Highway to Hamilton Highway)

Hamilton Highway, (Hyland Street to Merriwarp Road) **Vic Roads**

Staughton Vale Road, (Ballan Road to Municipal Boundary)

Durdidwarrah Road, (De Motts Road to O'Neils Road)

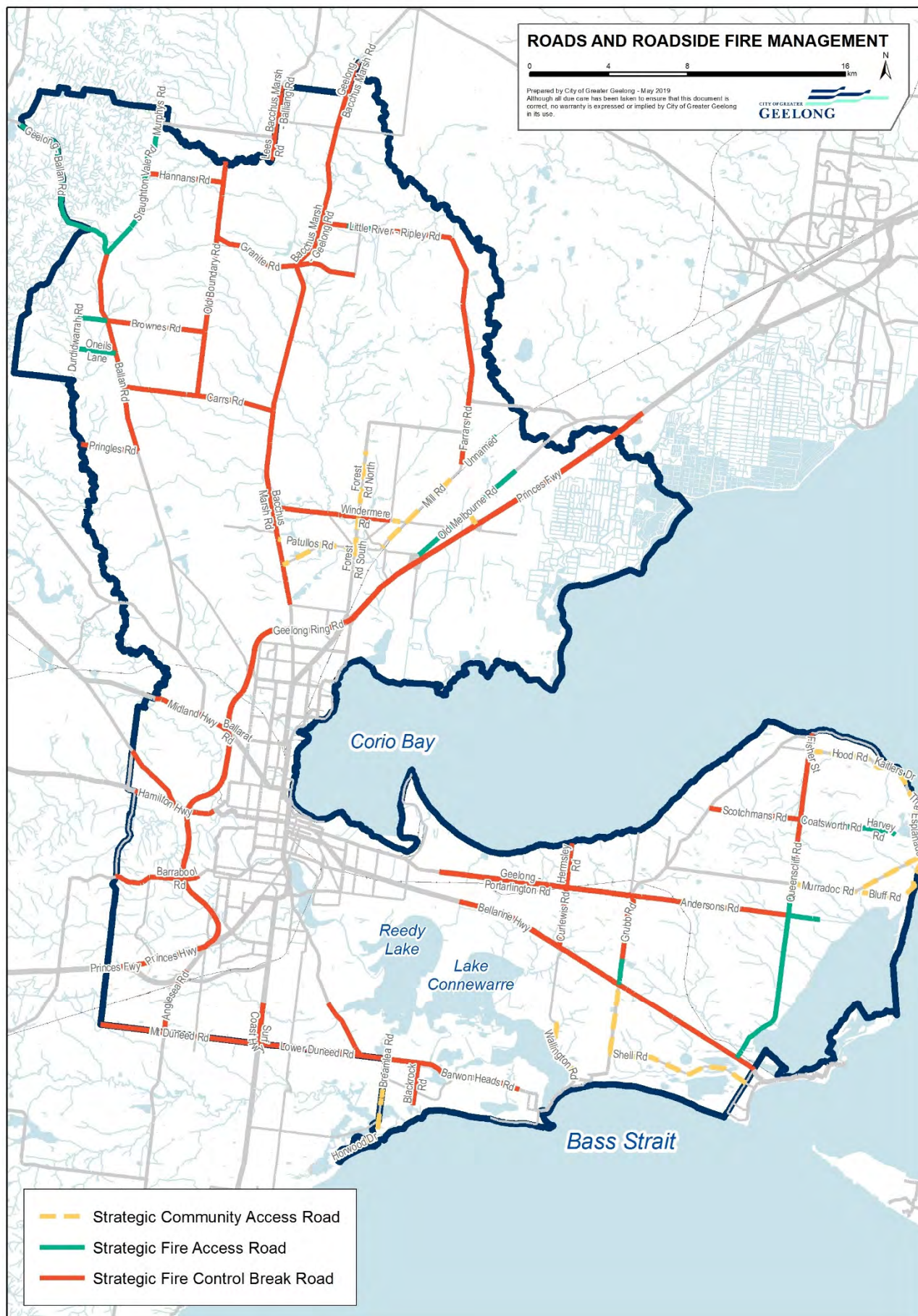
Little River Ripley Road, (Sandy Creek Road to Bacchus Marsh Road)

Railway Line, (Peak School Road to Branch Road)

Windermere Road, (Flinders Avenue to Mill Road)

Patullos Rd, (Bacchus Marsh Rd to Five Ways Roundabout)

Strategic Fire Management Roads (Cont)



ATTACHMENT 10: INSPECTION OF PRIVATE PROPERTIES AND ISSUE OF FIRE PREVENTION NOTICES

The table below demonstrates the type of properties that have been deemed a fire hazard and required the issuing of a fire prevention notice during the 2018-2019 fire season.

The data below reflects the built environment actually presents a greater risk than land in the urban and semi urban environment. This data illustrates the need to shift from the traditional bushfire focus of MFMPs.

Land Use	Qty of Fire prevention Notices Issued	Environment Type
Residential Blocks - Vacant	626	Built Environment
Residential Blocks – with House	606	Built Environment
Industrial Site – Vacant	60	Built Environment
Industrial Site – Developed	82	Built Environment
Commercial Site - Vacant	20	Built Environment
Commercial Site - Developed	386	Built Environment
Residential Rural (0.4 – 20 Hec)	375	Residential/Rural Interface
Mixed Farming & Grazing (normally more than 20 Hec)	97	Rural
Total Fire Prevention Notices	1919	
Total Built Environment	1822	
Total Rural	97	

ATTACHMENT 11: THE CITY'S ENVIRONMENT AND NATURAL RESOURCES UNIT PLANNED BURNS 2018-21

Site	Sub site	2018	2019	2020
Corio Grasslands	West half			
	East half	Autumn		
	West third		Autumn	
	Middle third			Autumn
	East third			
Old Melbourne Road	Northern side			
	Southern side			
	North side, west half			
	South side , east half	Autumn		
	North side, east half		Autumn	
	South side, west half			Autumn
	Phalaris patches	Spring / summer		
Kingston Park	Native grasses, Shell Road side	Autumn		
	Wooded patches			Autumn
	SE Corner			
	SW Corner			
	Mirrabooka patches			
	Grassy Centre			
	Phalaris & Cocksfoot patches			
Basin Reserve	Reserve in quarters		Autumn	
Buckley Park, Collendina	Old Pine area, grassed/weed areas			
	Green Corp area			
	East section			
	Dropped titree experimental area			
Gillets Road	Fenced section	Autumn		
Limeburners East	Native grass land slope			
	Sprayed section, rye grass		Autumn	
Ripley Reserve	Themeda area			
	CNG area near track			
	Bulk of flat area			
	Desert Ash fenced area – post Ash removal			
Batesford	Poa beds and regen areas		Autumn	
Hovells Park	Cummins Road enclosure			
	Grassed section between rotunda and drain	Autumn		

Site	Sub site	2018	2019	2020
	GA area in old market gardening site			
	Area adjacent to Limeburners link reveg beds (small)			
	Slope adjacent to Cummins Road enclosure	Autumn		
Stewarts Reserve	Central section			
	Western third			
	Eastern third			
	Native grass patches only	Autumn		
Grassy Point Road	Section b/t Old St Leonards Road and Harvey Road, west side			
	Section b/t Old St Leonards Road and Harvey Road, east side			
	Native grass patches only			Autumn
	Phalaris patches only		Spring / summer	
Portarlington Rec Reserve	Existing burn areas	Autumn		
	High fuel gorse / broome patches post spraying, pending reveg programme		Spring	
Eastern Park	Exclusion plot (small)	Autumn		
	Kangaroo grass patch adjacent to Holt Road (small)	Autumn		

ATTACHMENT 12: SOCIO-ECONOMIC INDEX FOR AREAS (SEIFA) OF DISADVANTAGE

The ABS has developed four indexes to rank the level of social and economic wellbeing of a region. The analysis in this table uses the Socio-Economic Index for Areas (SEIFA) of Disadvantage based upon the 2016 Census of Population and Housing. The SEIFA index of relative disadvantage combines a number of variables (such as income, education and unemployment) of people, families and dwellings within an area, and ranks these areas on a scale of relative disadvantage.

Index of Relative Socio-economic Disadvantage		2016 index
City of Greater Geelong's small areas and benchmark areas		
Area	2016 index	Percentile
Barwon Heads - Connewarre - Breamlea	1,091.9	95
Armstrong Creek - Mount Duneed	1,090.7	94
Waurin Ponds - Ceres	1,083.1	92
Highton - Wandana Heights	1,075.7	89
Rural Bellarine Peninsula	1,072.1	88
Newtown	1,070.0	87
Ocean Grove	1,060.0	82
Geelong	1,045.5	74
Curlewis	1,036.0	67
East Geelong	1,035.0	67
Lara	1,028.0	62
Geelong West - Manifold Heights	1,024.3	60
Drysdale - Bellarine	1,022.8	59
Rural North	1,022.6	59
Greater Melbourne	1,021.0	57
Marshall - Charlemont	1,019.1	57
Leopold	1,019.0	56
Lovely Banks - Batesford - Moorabool	1,012.7	53
Victoria	1,010.0	51
Grovedale	1,007.0	49
G21 Region	1,003.3	47
Hamlyn Heights	1,002.0	46
Australia	1,001.9	46
Belmont	998.0	44
Clifton Springs	997.0	43
City of Greater Geelong	994.0	41
Herne Hill - Fyansford	977.8	33
Regional VIC	977.0	32
North Geelong - Rippleside	976.3	32

Index of Relative Socio-economic Disadvantage		2016 index
St Albans Park	963.0	26
St Leonards - Indented Head	962.3	26
Portarlinton	962.0	26
Bell Post Hill	948.0	21
Newcomb - Moolap	932.8	16
Bell Park	925.0	14
South Geelong - Thomson - Breakwater	916.9	13
Corio	832.0	4
Whittington	821.0	3
Norlane - North Shore	731.1	2

(Source: Australian Bureau of Statistics, *Census of Population and Housing 2016*)

(Source <http://profile.id.com.au/geelong>)

ATTACHMENT 13: GLOSSARY & ACRONYMS

Glossary

Acceptable risk	The level of potential losses that a society or community considers acceptable, given existing social, economic, political, cultural, technical and environmental conditions.
Assets and values	Recognised features of the built, natural and cultural environments. Built assets may include buildings, roads and bridges; structures managed by utility and service providers; or recognised features of private land, such as houses, property, stock and crops and associated buildings and equipment. Natural assets may include forest produce, forest regeneration, conservation values including vegetation types, fauna, air and water catchments*. Cultural values may include recreational, Indigenous, historical, archaeological and landscape values.
Assumption	A conclusion that is reached based on the information available at the time.
Community	A group of people with a commonality of association and generally defined by location, shared experience or function.
Community based disaster risk management	A process that seeks to develop and implement strategies and activities for disaster preparedness (and often risk reduction) that is locally appropriate and locally 'owned'.
Consequence	Outcome or impact of an event.
Critical infrastructure	Critical infrastructure includes those services, physical facilities, supply chains, information technologies and communication networks that, if destroyed, degraded or rendered unavailable for an extended period, would significantly impact on the social or economic well-being of the community. Includes: • telecommunications • electrical power systems • gas and oil storage and transportation • banking and finance • transportation • water supply systems (and sewerage). Adapted from Critical Infrastructure Advisory Council (CIAC).
Elements at risk	The population, buildings and civil engineering works, economic activities, public services and infrastructure etc. exposed to sources of risk.
Emergency	An event, actual, or imminent that endangers or threatens to endanger life, property or the environment, and that requires a significant and coordinated response.
Essential service (Essential Services Commission Act 2001)	A service (including the supply of goods) provided by: • the electricity industry • the gas industry • the ports industry

	• the grain handling industry • the rail industry • the water industry • (g) any other industry prescribed for the purpose of this definition.
Event	Occurrence of a particular set of circumstances. An incident or situation that occurs in a particular place during a particular interval of time.
Frequency	A measure of the number of occurrences per unit of time.
Fire	Comes under the definition of an Emergency. The Emergency Management Act 1986 defines 'emergency' as: "... the actual or imminent occurrence of an event which in any way endangers or threatens to endanger the safety or health of any person in Victoria or which destroys or damages, or threatens to destroy or damage, any property in Victoria or in any way endangers or threatens to endanger the environment or an element of the environment in Victoria, including, without limiting the generality of the foregoing and specific to integrated fire management and therefore includes: • A fire; and • An explosion, • A road accident or any other accident, • A disruption
Hazard	A source of potential harm or situation with a potential to cause loss. A potentially damaging physical event that may cause loss of life or injury, property damage, social and economic disruption or environmental degradation.
Impact	See consequence.
Leadership group	A subgroup of the broader committee comprising the risk category, technical knowledge and experience.
Likelihood	Used as a general description of probability or frequency – can be expressed qualitatively or quantitatively.
Loss	Any negative consequence or adverse effect – financial or otherwise.
Mitigation	Measures taken in advance of a disaster, aimed at decreasing or eliminating its impact on society and environment.
Monitor	To check, supervise, critically observe or measure the progress of an activity, action or system on a regular basis in order to identify change from the performance level required or expected.
Organisation	Group of people and facilities with an arrangement of responsibilities, authorities and relationships.
Practicable	What is realistic to achieve in the context of: • the severity of the hazard or risk in question • the state of knowledge about that hazard or risk and any ways of • removing or mitigating that hazard or risk • the availability and suitability of ways to remove or mitigate that • hazard or risk • the cost of removing or mitigating that hazard or risk.

Preparedness	Arrangements to ensure that in the event of an emergency occur all those resources and services that are needed to cope with the effects can be efficiently mobilised and deployed.
Prevention	Regulatory and physical measures to ensure that emergencies are prevented, or their effects mitigated.
Probability	A measure of the chance of occurrence expressed as a number between 0 and 1. 'Frequency' or 'likelihood' rather than 'probability' may be used in describing risk. The likelihood of a specific outcome, as measured by the ratio of specific outcomes to the total number of possible outcomes. Probability is expressed as a number between zero and unity – zero indicating an impossible outcome and unity indicating an outcome that is certain. Probabilities are commonly expressed in terms of percentage e.g. the probability of throwing a six on a single roll of a die is 1 in 6, or 0.167, or 16.7 per cent.
Recovery	The coordinated process of supporting emergency affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical wellbeing.
Residual risk	Risk remaining after implementation of risk treatment.
Resilience	The capacity of a system, community or society potentially exposed to hazards to adapt, by resisting or changing in order to reach and maintain an acceptable level of functioning and structure. This is determined by the degree to which the social system is capable of organizing itself to increase its capacity for learning from past disasters for better future protection and to improve risk reduction measures
Response	Actions taken in anticipation of, during and immediately after an emergency, to ensure its effects are minimised and that people affected are given immediate relief and support.
Risk	The chance of something happening that will have an impact on objectives. The probability of harmful consequences resulting from interaction between natural or human-induced hazards and vulnerable conditions⁶.
Risk analysis	Systematic process to understand the nature of, and deduce, the level of risk.
Risk assessment	The overall process of risk identification, analysis and evaluation
Risk criteria	Terms of reference by which the significance of risk is assessed.
Risk evaluation	Process of comparing the level of risk against risk criteria.
Risk identification	The process of determining what, where, when, why and how something could happen.
Risk management	The culture, process and structures that are directed towards realising potential opportunities whilst managing adverse effects.
Risk management process	The systematic application of management of policies, procedures and practices to the tasks of communicating, establishing the context, identifying, analysing, evaluating, treating, monitoring and reviewing risk.

Risk reduction	Actions taken to lessen the likelihood, negative consequences, or both, associated with a risk.
Risk register	A listing of risk statements describing sources of risk and elements at risk, with assigned consequences, likelihoods and levels of risk.
Risk treatment	Process of selection and implementation of measures to modify risk. The term 'risk treatment' is sometimes used for the measures themselves.
Source of risk	Source of potential harm.
Stakeholders	Those people and organisations who may affect, be affected by, or perceive themselves to be affected by a decision, activity or risk.
Susceptibility	The potential to be affected by loss.
Tolerable Risk	A risk within a range that society can live with so as to secure certain net benefits. It is the range of risk regarded as non-negligible and needing to be kept under review and reduced further if possible.
Treatment	An existing process, policy, device, practice or other action that acts to minimise negative risk or enhance positive opportunities. The word control may also be applied to a process designed to provide reasonable assurance regarding the achievement of objectives.
Treatment (adequacy) assessment	Systematic review of processes to ensure that controls are still effective and appropriate.
Vulnerability	The conditions determined by physical, social, economic and environmental factors or processes, which increase the susceptibility of a community to the impact of hazards.
Vulnerable people (DHHS definition)	Those living in high bushfire risk areas and who are unable to make an independent decision, including due to cognitive impairment; physically dependant and totally reliant on in home personal care and support; and people who live alone and are geographically and socially isolated with no co-resident carer or family.

Acronyms

BMO	Bushfire Management Overlay
BPA	Bushfire Prone Area
BSW	Barwon South West
BOQ	Borough of Queenscliffe
CFA	Country Fire Authority
COGG	City of Greater Geelong
CIG	Community Information Guide
DEDJTR	Department Economic Development, Jobs, Transport & Resource
DELWP	Department of Environment Land Water and Planning

BMO	Bushfire Management Overlay
DET	Department of Education and Training
DHHS	Department of Health and Human Services
IAP2	International Association of Public Participation
IFMP	Integrated Fire Management Planning (IFMP)
MEMP	Municipal Emergency Management Plan
MEMPC	Municipal Emergency Management Planning Committee
MF MCC	Municipal Fire Management Consultative Committee
MFMP	Municipal Fire Management Plan
MF MPC	Municipal Fire Management Planning Committee
MFPC	Municipal Fire Prevention Committee
MFPO	Municipal Fire Prevention Officer
MFPP	Municipal Fire Prevention Plan
MWG	Municipal Working Group
NSP	Neighbourhood Safer Place
PLR	Places of Last Resort
PPRR	Preparation, Prevention, Response, Recovery
RSFSC	Regional Strategic Fire Sub Committee
SF MPC	State Fire Management Planning Committee
VFRR-B	Victorian Fire Risk Register Bushfire

ATTACHMENT 14 BIBLIOGRAPHY

CFA Act 1958

Barwon South West Regional Strategic Fire Management Plan 2016

Dangerous Goods Act 1985

Dangerous Goods (Storage & Handling) Regulations 2000

Economic Indicators Bulletin 2010/11 – City of Greater Geelong

Occupational Health and Safety Act 1985 Code of Practice for Hazardous Substances No. 24, 1 June 2000

Dangerous Goods (Storage & Handling) Regulations 2000

Commonwealth Road Transport Reform (Dangerous Goods) Regulations 1997

Dangerous Goods (Rail) Regulations 1998

Dangerous Goods (Storage & Handling) Interim Regulations 2011

<http://planningschemes.dpcd.vic.gov.au>

Building Code of Australia (BCA)

Building Commission 2011-42, Building Controls for Bushfire Safety – Interim

<http://www.cfa.vic.gov.au/firesafety/buildingandregulations/dangerousgoods/dg-definition.htm>

The Water Act 1989

5. REVOCATION OF FLOOD-PRONE AREA DESIGNATION OF NEW LOTS AT MANZEENE VILLAGE ESTATE, STAGE 7

Source: City Services – Engineering Services
Director: Guy Wilson-Browne
Portfolio: Social and Infrastructure Planning

Purpose

1. To revoke Council's designation of 12 December 2006 of flood affected land at Manzeene Village Estate, Stage 7 inclusive as liable to flooding pursuant to regulation 153 of the *Building Regulations 2018*.

Background

2. Council has a statutory obligation under the *Building Regulations 2018* to designate land as liable to flooding where it reasonably knows it to be prone to flooding. Conversely, there is an obligation to remove the encumbrance of designation from land that is no longer considered to be flood-prone.
3. The current designated flood mapping (**Attachment 2**) was designated by Council at its meeting of 12 December 2006.
4. This revocation will result in another stage of new lots in Manzeene Estate fronting 99 – 111 Manzeene Avenue, Lara being free of their flood prone status, paving the way for owners to build homes on their land.

Key Matters

5. The flood mapping is subject to a revision due to the subdivision and development at 99 – 111 Manzeene Avenue, Lara. Prior to subdivision the parent lot was considered to be liable to flooding. This development site, which is also known as Manzeene Village Estate, Stage 7 inclusive, achieves flood immunity for newly created lots for flood events up to and including the 100 year Average Recurrence Interval (**ARI**) event due to approved internal earthworks.
6. The decision by the City that the flood prone status can be removed includes assessment of internal drainage, road construction and earthworks to contain potential floodwaters from the 100 year ARI event within road and drainage reserves (**Attachment 3**).
7. It should be noted that designation is separate to the creation of flood overlays within the Planning Scheme, which generally follows designation. In the case of this development, the planning scheme amendment to create post-development flood zones or overlays is proposed after the design of the proposed precincts.

Cr Murnane moved, Cr Grzybek seconded -

8. **That Council revoke the Council designation of 12 December 2006 of flood affected land at Manzeene Village Estate, Stage 7 inclusive as liable to flooding pursuant to regulation 153 of the *Building Regulations 2018*.**

Carried.

Attachment 1

Financial Implications

1. There are no financial implications arising from the subject of this report.

Community Engagement

2. A revocation of designation does not warrant public consultation as it constitutes the removal of an encumbrance on land.
3. Relevant City databases and flood maps will be revised and updates sent to the Corangamite Catchment Management Authority and Building Control Commission.

Social Equity Considerations

4. Council have a responsibility to the community to provide the best possible information on areas that are flood prone. The removal of flood prone designation allows owners to build on their land without a special permit from the City, and without raising the floor level of their home. It also reduces the cost of property insurance.

Policy/Legal/Statutory Implications

5. The City has various statutory responsibilities for drainage management and flood management (prevention, response and recovery) as set out in the *Local Government Act 1989*, *Local Government Regulations 1990*, *Planning and Environment Act 1987*, *Building Regulations 2018*, *Water Act 1989*, *Subdivision Act 1988* and *Emergency Management Act 1986*.
6. The works have resulted in the lots being protected from flooding during a major storm event that has a one per cent probability of occurring in any one year, and occurs on average once in 100 years. This is the required standard for new subdivisions.

Alignment to Council Plan

7. The recommendations of this report are consistent with the Council Plan, in relation to planned sustainable development.

Conflict of Interest

8. No City officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

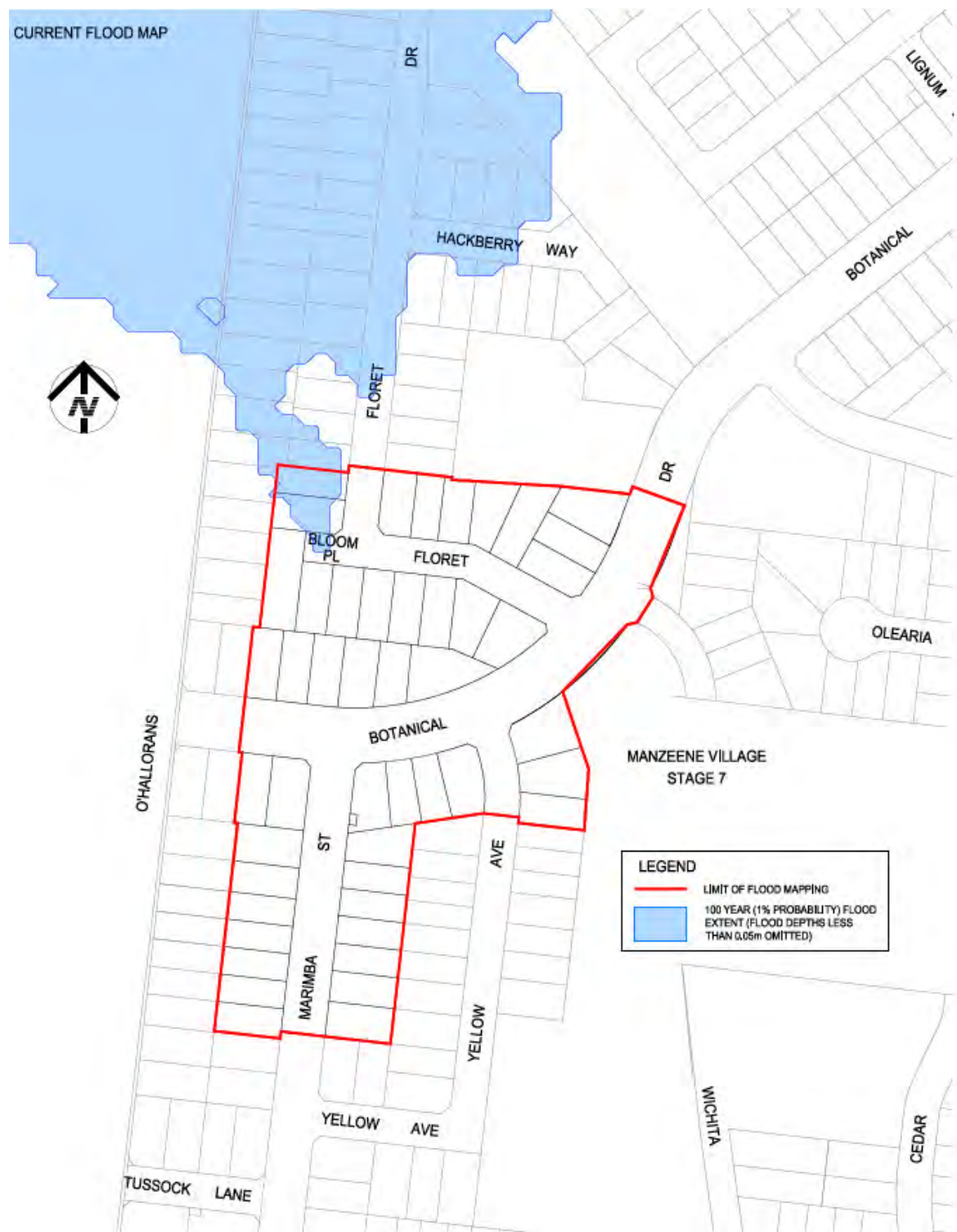
Risk Assessment

9. Council also has some risk exposure with any failure to disclose the flood-prone status of a property in a Land Information Certificate.
10. The revocation of the designation is the final step in minimising Council's risk.

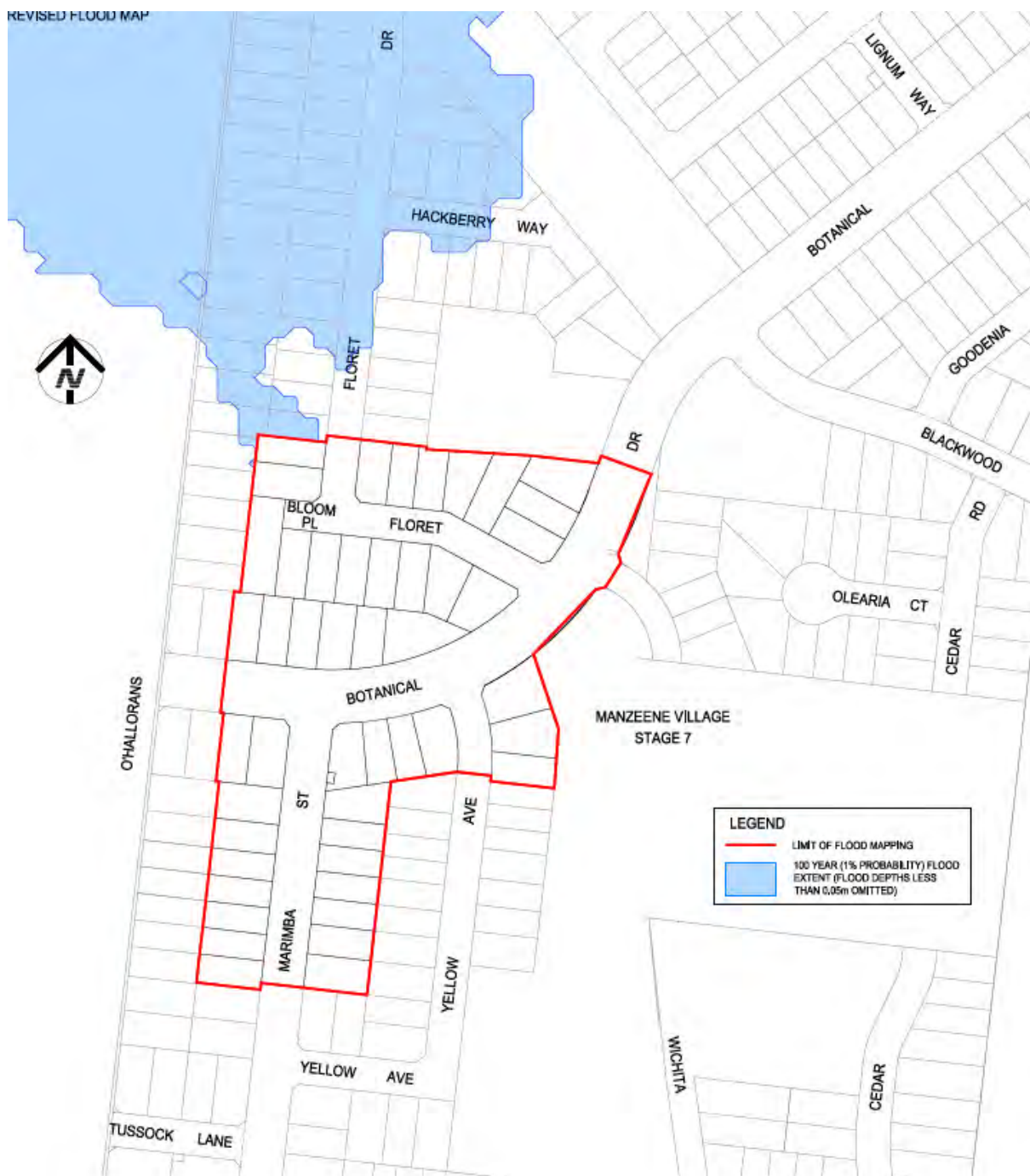
Environmental Implications

11. The revocation of flood-prone areas designation and designation of revised flood data through the design of this stage is considered unlikely to result in any known adverse environmental impacts.

Attachment 2
Current Flood Map



Attachment 3
Revised Flood Map



6. REVOCATION OF FLOOD-PRONE AREA DESIGNATION OF NEW LOTS AT CHARLEMONT RISE ESTATE, STAGES 6, 7 AND 8

Source: City Services – Engineering Services
Director: Guy Wilson-Browne
Portfolio: Social and Infrastructure Planning

Purpose

1. To revoke Council's designation of 12 December 2006 of flood affected land at Charlemont Rise Estate, Stages 6, 7 and 8 inclusive as liable to flooding pursuant to regulation 153 of the *Building Regulations 2018*.

Background

2. Council has a statutory obligation under the *Building Regulations 2018* to designate land as liable to flooding where it reasonably knows it to be prone to flooding. Conversely, there is an obligation to remove the encumbrance of designation from land that is no longer considered to be flood-prone.
3. The current designated flood mapping (**Attachment 2**) was designated by Council at its meeting of 12 December 2006.
4. This revocation will result in another stage of new lots in Charlemont Rise Estate fronting 150 – 230 Horseshoe Bend Road, Charlemont being free of their flood prone status, paving the way for owners to build homes on their land.

Key Matters

5. The flood mapping is subject to a revision due to the subdivision and development at 150 – 230 Horseshoe Bend Road, Charlemont. Prior to subdivision the parent lot was considered to be liable to flooding. This development site, which is also known as Charlemont Rise Estate, Stages 6, 7 and 8 inclusive, achieves flood immunity for newly created lots for flood events up to and including the 100 year Average Recurrence Interval (**ARI**) event due to approved internal earthworks.
6. The decision by the City that the flood prone status can be removed includes assessment of internal drainage, road construction and earthworks to contain potential floodwaters from the 100 year ARI event within road and drainage reserves (**Attachment 3**).
7. It should be noted that designation is separate to the creation of flood overlays within the Planning Scheme, which generally follows designation. In the case of this development, the planning scheme amendment to create post-development flood zones or overlays is proposed after the design of the proposed precincts.

Cr Murnane moved, Cr Nelson seconded -

8. **That Council revoke the Council designation of 12 December 2006 of flood affected land at Charlemont Rise Estate, Stage 6, 7 and 8 inclusive as liable to flooding pursuant to regulation 153 of the *Building Regulations 2018*.**

Carried.

Attachment 1

Financial Implications

1. There are no financial implications arising from the subject of this report.

Community Engagement

2. A revocation of designation does not warrant public consultation as it constitutes the removal of an encumbrance on land.
3. Relevant City databases and flood maps will be revised and updates sent to the Corangamite Catchment Management Authority and Building Control Commission.

Social Equity Considerations

4. Council have a responsibility to the community to provide the best possible information on areas that are flood prone. The removal of flood prone designation allows owners to build on their land without a special permit from the City, and without raising the floor level of their home. It also reduces the cost of property insurance.

Policy/Legal/Statutory Implications

5. The City has various statutory responsibilities for drainage management and flood management (prevention, response and recovery) as set out in the *Local Government Act 1989*, *Local Government Regulations 1990*, *Planning and Environment Act 1987*, *Building Regulations 2018*, *Water Act 1989*, *Subdivision Act 1988* and *Emergency Management Act 1986*.
6. The works have resulted in the lots being protected from flooding during a major storm event that has a one per cent probability of occurring in any one year, and occurs on average once in 100 years. This is the required standard for new subdivisions.

Alignment to Council Plan

7. The recommendations of this report are consistent with the Council Plan, in relation to planned sustainable development.

Conflict of Interest

8. No City officers or contractors who have provided advice in relation to this report have declared a conflict of interest regarding the matter under consideration.

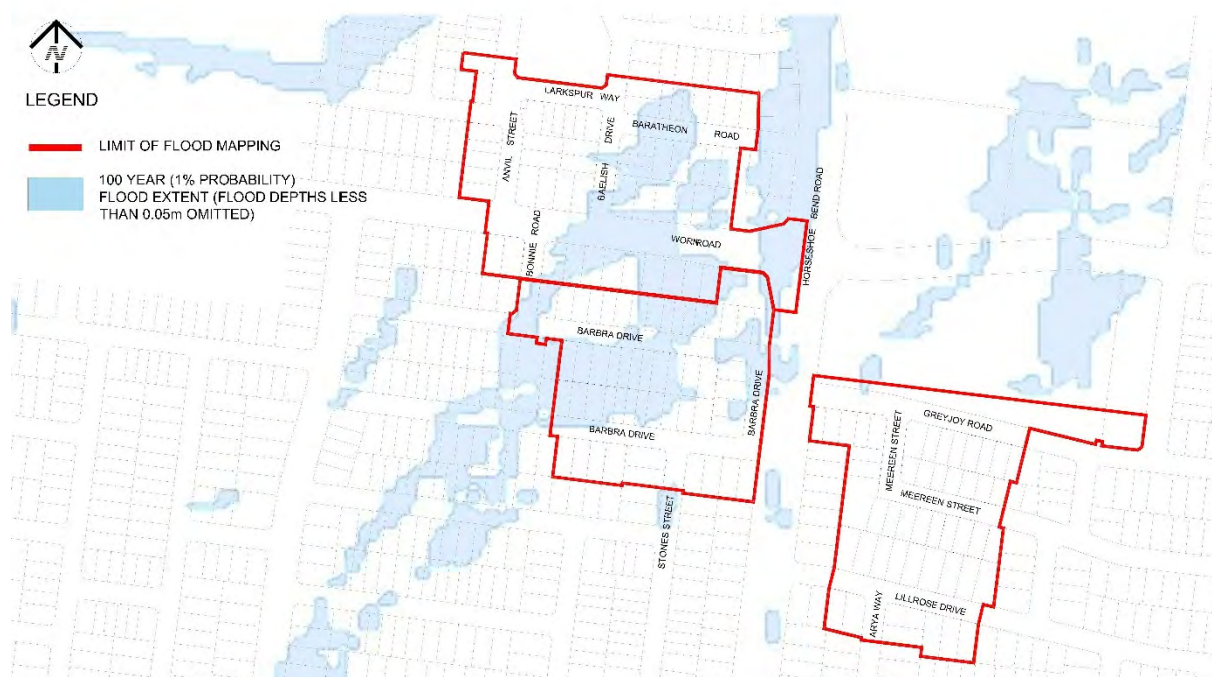
Risk Assessment

9. Council also has some risk exposure with any failure to disclose the flood-prone status of a property in a Land Information Certificate.
10. The revocation of the designation is the final step in minimising Council's risk.

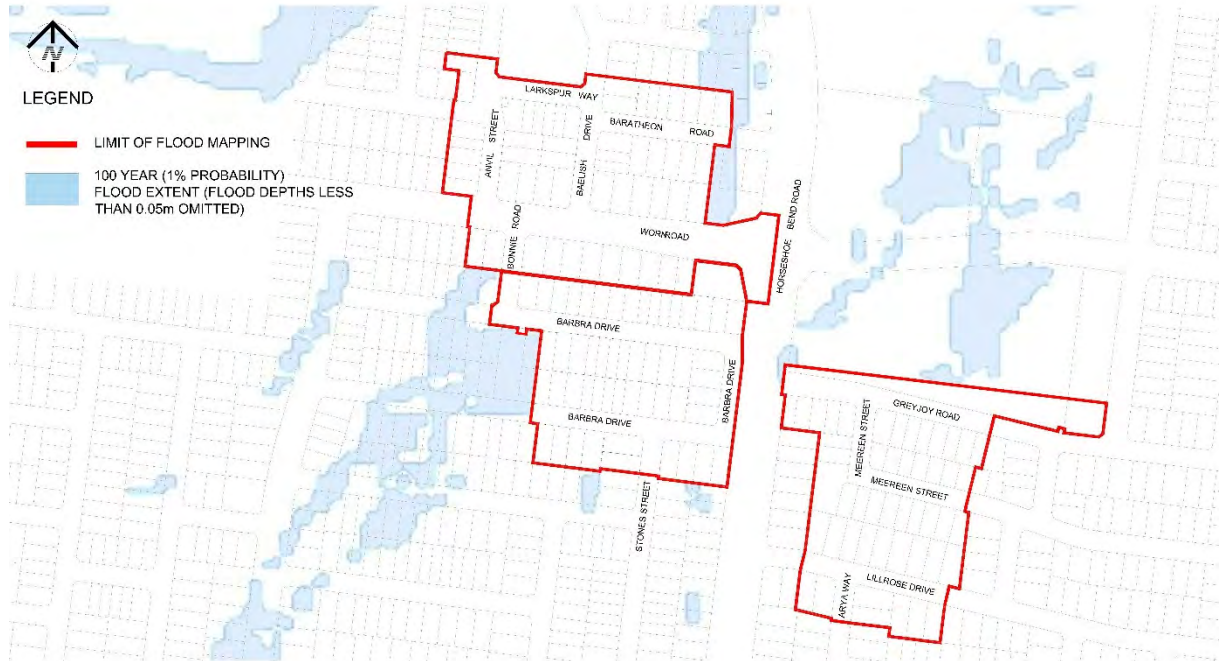
Environmental Implications

11. The revocation of flood-prone areas designation and designation of revised flood data through the design of this stage is considered unlikely to result in any known adverse environmental impacts.

Attachment 2 Current Flood Map



Attachment 3
Revised Flood Map



7. REVOCATION OF FLOOD-PRONE AREA DESIGNATION OF NEW LOTS AT ASHBURY ESTATE, STAGE 12

Source: City Services – Engineering Services
Director: Guy Wilson-Browne
Portfolio: Social and Infrastructure Planning

Purpose

1. To revoke Council's designation of 12 December 2006 of flood affected land Ashbury Estate, Stage 12 inclusive as liable to flooding pursuant to regulation 153 of the *Building Regulations 2018*.

Background

2. Council has a statutory obligation under the *Building Regulations 2018* to designate land as liable to flooding where it reasonably knows it to be prone to flooding. Conversely, there is an obligation to remove the encumbrance of designation from land that is no longer considered to be flood-prone.
3. The current designated flood mapping (**Attachment 2**) was designated by Council at its meeting of 12 December 2006.
4. This revocation will result in another stage of new lots in Ashbury Estate fronting 282 – 400 Horseshoe Bend Road, Armstrong Creek being free of their flood prone status, paving the way for owners to build homes on their land.

Key Issues

5. The flood mapping is subject to a revision due to the subdivision and development at 282 – 400 Horseshoe Bend Road, Armstrong Creek. Prior to subdivision the parent lot was considered to be liable to flooding. This development site, which is also known as Ashbury Estate, Stage 12 inclusive, achieves flood immunity for newly created lots for flood events up to and including the 100 year Average Recurrence Interval (**ARI**) event due to approved internal earthworks.
6. The decision by the City that the flood prone status can be removed includes assessment of internal drainage, road construction and earthworks to contain potential floodwaters from the 100 year ARI event within road and drainage reserves (**Attachment 3**).
7. It should be noted that designation is separate to the creation of flood overlays within the Planning Scheme, which generally follows designation. In the case of this development, the planning scheme amendment to create post-development flood zones or overlays is proposed after the design of the proposed precincts.

Cr Murnane moved, Cr Nelson seconded -

8. **That Council revoke the Council designation of 12 December 2006 of flood affected land at Ashbury Estate, Stage 12 inclusive as liable to flooding pursuant to regulation 153 of the *Building Regulations 2018*.**

Carried.

Attachment 1

Financial Implications

1. No impact to budget.

Community Engagement

2. A revocation of designation does not warrant public consultation as it constitutes the removal of an encumbrance on land.
3. Relevant Council databases and flood maps will be revised and updates sent to the Corangamite Catchment Management Authority and Building Control Commission.

Social Equity Considerations

4. Council have a responsibility to the community to provide the best possible information on areas that are flood prone. The removal of flood prone designation allows owners to build on their land without a special permit from the City, and without raising the floor level of their home. It also reduces the cost of property insurance.

Policy/Legal/Statutory Implications

5. The City has various statutory responsibilities for drainage management and flood management (prevention, response and recovery) as set out in the *Local Government Act 1989*, *Local Government Regulations 1990*, *Planning and Environment Act 1987*, *Building Regulations 2018*, *Water Act 1989*, *Subdivision Act 1988* and *Emergency Management Act 1986*.
6. The works have resulted in the lots being protected from flooding during a major storm event that has a one per cent probability of occurring in any one year, and occurs on average once in 100 years. This is the required standard for new subdivisions.

Alignment to Council Plan

7. The recommendations of this report are consistent with City Plan, in relation to planned sustainable development.

Conflict of Interest

8. There are no officer direct or indirect interests with respect to this report.

Risk Assessment

9. Council also has some risk exposure with any failure to disclose the flood-prone status of a property in a Land Information Certificate.
10. The revocation of the designation is the final step in minimising Council's risk.

Environmental Implications

11. The revocation of flood-prone areas designation and designation of revised flood data through the design of this stage is considered unlikely to result in any known adverse environmental impacts.

Attachment 2
Current Flood Map



Attachment 3
Revised Flood Map



**8. 2019-20 COMMUNITY INVESTMENT SUPPORT FUND (CISF) FUNDING
RECOMMENDATIONS (*CONFIDENTIAL*)**

Source: Customer & Corporate Services – Program Integration & Development
Director: Michael Dugina
Portfolio: Finance

Cr Murrihy moved, Cr Sullivan seconded -

That in accordance with Section 89 (2) (d) of the Local Government Act 1989, this contractual matter be considered at the conclusion of all other business at which time the meeting be closed to members of the public.

Carried.

9. CONTRACTUAL MATTER

Source: Economy, Investment & Attraction – Economic
Development & Events
Director: Brett Luxford
Portfolio: Economic Development

Cr Grzybek moved, Cr Sullivan seconded -

That in accordance with Section 89 (2) (d) of the Local Government Act 1989, this contractual matter be considered at the conclusion of all other business at which time the meeting be closed to members of the public.

Carried.

10. CONTRACTUAL MATTER

Source: City Services – Environment and Waste Services
Director: Guy Wilson-Browne
Portfolio: Environment and Sustainability

Cr Sullivan moved, Cr Grzybek seconded -

That in accordance with Section 89 (2) (d) of the Local Government Act 1989, this contractual matter be considered at the conclusion of all other business at which time the meeting be closed to members of the public.

Carried.

11. CONTRACTUAL MATTER

Source: Community Life - Social Planning & Investment
Director: Robyn Stevens
Portfolio: Social and Infrastructure Planning

Cr Murrihy moved, Cr Mason seconded -

That in accordance with Section 89 (2) (d) of the Local Government Act 1989, this contractual matter be considered at the conclusion of all other business at which time the meeting be closed to members of the public.

Carried.

12. APPOINTMENT OF INDEPENDENT MEMBERS TO THE AUDIT AND RISK COMMITTEE (*CONFIDENTIAL*)

Source: Governance, Strategy & Performance
Director: Rebecca Leonard
Portfolio: Leadership and Governance

Cr Mason moved, Cr Sullivan seconded -

That in accordance with Section 89 (2) (h) of the Local Government Act 1989, this matter which the Council considers would prejudice the Council or any person be closed to members of the public.

Carried.

13. CONTRACTIAL MATTER

Source: City Services – Environment and Waste
Director: Guy Wilson-Browne
Portfolio: Environment and Sustainability

Cr Sullivan moved, Cr Grzybek carried -

That in accordance with Section 89 (2) (d) of the Local Government Act 1989, this contractual matter be considered at the conclusion of all other business at which time the meeting be closed to members of the public.

Carried.

ASSEMBLY OF COUNCIL RECORD

Source: Governance, Strategy and Performance
Chief Executive Officer: Martin Cutter
Portfolio: Leadership & Governance

Summary

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

Cr Mansfield moved, Cr Sullivan seconded -

3. **That the information be received.**

Carried.

RECORD OF ASSEMBLIES OF COUNCIL
(Council Meeting 29 October 2019)

Assembly Details	Councillors	Officer Attendees	Agenda Items	Conflict of Interest Disclosures
Civic Accommodation Project Update 2 October 2019	Crs Harwood, Aitken, Mason, Murnane, Nelson, Sullivan	M Cutter (CEO) P Anderson (PROJ DIR) M Dugina (DIR) S Broadbent (MGR) P Taylor (CO ORD) T Shilton (OFF) K Ivens (SNR ADV TO MAYOR & CEO) D Chrimes (OFF) P Harney (OFF)	Update on Project	Nil
Council Briefing 22 October 2019	Crs Aitken, Asher, Grzybek, Kontelj, Mansfield, Mason, Murrihy, Murnane, Nelson, Sullivan	M Cutter (CEO) R Stevens (DIR) B Luxford (DIR) G Wilson-Browne (DIR) M Dugina (DIR) G Wilson-Browne (DIR) R Leonard (DIR) K Phyland (EXEC MGR) S Boer (MGR) R Thomas (MGR) T Kirwood (MGR) I Hicks (MGR) R Smith (MGR) J Brown (CO ORD) K Ivens (SNR ADV TO MAYOR & CEO) L Raimondo (ADV TO MAYOR & CEO) M Macgugan (SNR COMM ADV) M Mitchell (CLR LIAISON OFFICER) M Paten (MGR) S Beck (CO ORD) J Rowe (OFF) C Walters (CO ORD)	- Annual Report 2018-2019 - Municipal Public Health and Wellbeing Plan 2018-21 – First Annual Report 2019 - Recycling Options - Municipal Fire Prevention Plan 2019-21 - Revocation of Flood Prone Area Designation of New Lots at Manzeene Village Estate, Stage 7 - Revocation of Flood Prone Area Designation of New Lots at Charlemont Rise Estate, Stages 6, 7 and 8 - Revocation of Flood Prone Area Designation of New Lots at Ashbury Estate, Stage 12 2019-20 Community Investment Support Fund Funding Recommendations (<i>Confidential</i>) - Contractual Matter (<i>Confidential</i>) - Contractual Matter (<i>Confidential</i>) - Contractual Matter (<i>Confidential</i>) - Appointment of Independent Members to the Audit and Risk Committee (<i>Confidential</i>) - Contractual Matter (<i>Confidential</i>)	Cr E Kontelj declared an indirect financial interest in Agenda Item 13 (<i>Confidential</i>) and left the meeting room prior to discussion.

PLANNING DELEGATIONS

Source: Planning, Design & Development – City Development
Director: Gareth Smith
Portfolio: Planning

Purpose

1. To provide the schedule of planning permit applications determined under delegation since the last report.

Background

2. Section 98 of the *Local Government Act 1989* and section 188 of the *Planning and Environment Act 1987* empower Council to delegate its powers, duties and functions under relevant legislation to members of Council staff.
3. Sections 86 and 87 of the *Local Government Act 1989* and section 188 of the *Planning and Environment Act 1987* allow Council to establish special committees with delegated powers to determine planning permit applications.
4. At its meeting on 9 July 2019, Council:
 - 4.1 Amended the Council to staff instrument of delegation to allow staff delegates to determine planning permit applications where there are less than 6 objections lodged; and
 - 4.2 Amended the Planning Committee's terms of reference to provide for its determination, if required, of planning permit applications where there are 6 or more objections lodged.
5. The City is required by Council to provide information on planning permit applications determined under delegation.

Key Matters

6. The Schedule attached to this report provides information on the planning permit applications determined under delegation since the last report.

Cr Sullivan moved, Cr Mason seconded -

7. That Council receive the information in the schedule.

Carried

Planning Decisions Report - September 2019

App Number	Location	Application Type	Decision Date	Description	Authority Description/ No of Objectors
PP-1175-2017	71 Reserve Road, GROVEDALE VIC 3216	Construction of Seven (7) Double Storey Dwellings and Seven (7) Lot Subdivision	16/9/2019	Permit Issued - VCAT	VCAT
PP-132-2018	261 Roslyn Road, HIGHTON VIC 3216	Construction of five two storey dwellings in the Residential Growth Zone Schedule 2 Subdivision of the land into five lots and common property	2/9/2019	Permit Issued - VCAT	VCAT
PP-297-2018	32-34 Newcombe Street, DRYSDALE VIC 3222	Construction of Eleven (11) Dwellings and Creation of Reserve	4/9/2019	Delegate - No Appeal Lodged	Development Hearings Panel
PP-407-2018	87 Skene Street, NEWTOWN VIC 3220	External alteration of a building; Construction and display of a sign; External painting of an unpainted surface; Lopping of a tree that is protected by tree controls in Schedule HO1917 to the Heritage Overlay; and Construction and display of a sign in Section 2.	9/9/2019	Permit Issued - VCAT	VCAT
PP-741-2018	33 The Esplanade, NORTH SHORE VIC 3214	Construction of Two (2) Dwellings and a Two (2) Lot Subdivision	30/9/2019	Permit Issued - VCAT	VCAT
PP-8-2019	50 Geelong Road, PORTARLINGTON VIC 3223	Buildings and Works for the Construction of Two (2) Dwellings over 7.5 metres in height above Natural Ground Level and the Alteration of Access to a Road Zone Category 1 Road.	18/9/2019	Delegate - No Appeal Lodged	Delegated Authority
PP-992-2018	247 Yarra Street, SOUTH GEELONG VIC 3220	Demolition of an Existing Dwelling associated outbuildings and fencing, and Construction of Two (2) Dwellings and a Two (2) Lot Subdivision within a Heritage Overlay	13/9/2019	NODPlanning Permit	Decision Making Committee
PP-200-2019	128 Kilgour Street, GEELONG VIC 3220	Demolition of the Existing Dwelling and Fencing and Construction of Two (2) Dwellings and Two (2) Lot Subdivision and a Front Fence	30-Sep-2019	NOD - Delegate	1
PP-256-2019	2-12 Gertrude Street, GEELONG WEST VIC 3218	Part Demolition and Construction of Alterations and Additions to Existing Dwelling	23-Sep-2019	NOD - Delegate	1

PP-306-2019	3 Church Street, BELMONT VIC 3216	Construction of Five (5) Dwellings, Five (5) Lot Subdivision and Reduction of the Visitor Car Parking Requirement	11-Sep-2019	NOD - Delegate	1
PP-317-2019	127 Newcombe Street, PORTARLINGTON VIC 3223	Construction of Two (2) Dwellings and a Two (2) Lot Subdivision	10-Sep-2019	NOD - Delegate	2
PP-338-2019	269 High Street, BELMONT VIC 3216	Construction of Three (3) Dwellings and Subdivision of the Land into Three (3) Lots	5-Sep-2019	NOD - Delegate	5
PP-35-2019	1-87 Groves Road, ARMSTRONG CREEK VIC 3217	Removal of vegetation (including native vegetation)	9-Sep-2019	NOD - Delegate	3
PP-414-2019	2 Clive Court, CORIO VIC 3214	Construction of Three (3) Dwellings	30-Sep-2019	NOD - Delegate	1
PP-527-2019	10 Tulip Street, NORLANE VIC 3214	Buildings and Works associated with the Construction of Three (3) Dwellings on a Lot.	11-Sep-2019	NOD - Delegate	1
PP-59-2019	129 Fyans Street, SOUTH GEELONG VIC 3220	Use Part of the Land for a Restricted Recreation Facility (Gymnasium)	26-Sep-2019	NOD - Delegate	4
PP-690-2019	103 The Parade, OCEAN GROVE VIC 3226	Construction of a Dwelling Over 7.5m in Height and Create/Alter Access to a Road Zone Category 1 (RDZ1)	13-Sep-2019	NOD - Delegate	3
PP-758-2018	57 St Albans Road, EAST GEELONG VIC 3219	Extension to existing shop with a reduction in the standard car parking requirement, use and development of three (3) dwellings, and subdivision of the land into four (4) lots in two stages	13-Sep-2019	NOD - Delegate	2

Cr Sullivan moved, Cr Nelson seconded -

That the meeting be closed to the public.

Carried.

The Meeting was closed to the public at 9.07pm

A record of the proceedings of this section of the meeting is contained in a Confidential Minute Book.

Cr Sullivan moved, Cr Grzybek seconded -

That the Meeting be opened to the public.

Carried.

The Meeting was opened to the public at 9.39pm

CLOSE OF MEETING

As there was no further business the meeting closed at 9.39pm Tuesday, 29 October 2019.

Signed: _____

Cr Stephanie Asher (Mayor)

Date of Confirmation: _____