

THE CITY OF GREATER GEELONG

ANNUAL REPORT 2019-20



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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.

INTRODUCTION

The City of Greater Geelong Annual Report 2019–20 provides a comprehensive account of our performance from 1 July 2019 to 30 June 2020.

With a population of almost 259,000 people, the City of Greater Geelong is Victoria's largest regional city and located 75 kilometres from Melbourne.

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.



258,934
2019 ESTIMATED
RESIDENT
POPULATION



77.3%
OF HOMES HAVE
AN INTERNET
CONNECTION



133 KM
OF COASTLINE



18,850
BUSINESSES



83%
OF WORKFORCE
LIVE IN GREATER
GEELONG



1,300 HECTARES
PROTECTED
NATURAL
HABITAT



2.41
AVERAGE
HOUSEHOLD
SIZE



40
MEDIAN AGE



16.2%
POPULATION
BORN OVERSEAS



2.66%
POPULATION
GROWTH RATE
(2018–19)



6.0 MILLION
VISITORS TO
THE REGION



2,407
ABORIGINAL AND
TORRES STRAIT
ISLANDER PEOPLES

Employment

While Greater Geelong has recorded strong Gross Regional Product and jobs growth in recent years, the coronavirus (COVID-19) pandemic, and associated restrictions, have interrupted this trend.

Forecasts show that all industries have experienced job losses and reduced revenue, except healthcare and social assistance. Sectors facing the largest economic impact include tourism, hospitality, retail, personal services, professional services, education and training, arts and recreation, and construction.

Many jobs in the region are generated to service our growing population. The industries that contribute the most jobs and value-added Gross Regional Product in Greater Geelong are:

- healthcare and social assistance
- education and training
- construction
- retail trade and
- manufacturing.

Manufacturing is still an important contributor to local economic value. Job losses in the sector have slowed as high-value industries, such as advanced manufacturing, cleantech and agribusiness, have grown.

Sectors we anticipate will experience long-term growth in Greater Geelong include tourism, specialised finance and insurance services, and creative, design and digital industries.

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

On behalf of the Council and our administration, we are pleased to present the City of Greater Geelong's Annual Report for the year ending 30 June 2020.

This report has been prepared in accordance with the relevant requirements of the *Local Government Act (Vic) 1989*.

Over the past 12 months, and against the backdrop of the COVID-19 pandemic, Council has made major progress towards achieving its commitments, as described in the four-year *Council Plan 2018–2022 – Putting Our Community First*.

This plan guides the allocation of resources to deliver infrastructure, services and programs across the 11 strategic priorities we've set to lead Greater Geelong to a clever and creative future.

A generational framework to put sustainability at the centre of how we deliver services, a long-term plan to support our community with much-needed social housing, and significant investment to help build essential facilities at the core of our liveability were among key achievements in 2019–20.

However, the COVID-19 pandemic will, without doubt, be the dominant memory of the 2019–20 financial year.

The health, wellbeing and economic impacts in Greater Geelong, like everywhere, have been profound. At the same time, the determination of our community to overcome the challenges has been remarkable.

Over four months – from March to June – the Council allocated \$10.8 million through four separate support packages, committing us to deliver targeted assistance measures across a range of areas to both community members and business owners.

Our initial strategy was to provide immediate relief, but subsequent measures looked further ahead, focusing on our region's medium-to-long-term economic and social recovery.

We transitioned the majority of our office employees to working from home arrangements, in line with Victorian Government directions, while our frontline employees continued to deliver essential services under tight health and safety protocols.

Unfortunately, over 600 of our employees were impacted by the forced closure of facilities, but we responded with an organisation-wide redeployment program, creating 247 new roles (as at 30 June).

Taking into account the community support measures and the impacts to our facilities and services, the COVID-19 pandemic had a direct \$10.5 million effect on our 2019–20 operating result.

Throughout these challenges, we have worked hard to progress our four-year Council Plan and the community's 30-year clever and creative vision.

Across the region, our \$122.9 million capital works program has resulted in new family centres, sporting pavilions and changerooms, and community centres. Our keen focus has included progressing other important infrastructure such as the 50-metre swimming pool for the northern Bellarine and the *Lara Recreation Reserve Masterplan*.

We also endorsed several vital strategies and programs that will make a positive, long-term impact in our community. These include:

- our landmark *Social Housing Plan 2020–41*, which aims to increase the supply of social housing in our region by an estimated 12,000 dwellings over the next 20 years
- our *Waste and Resource Recovery Strategy 2020–2030*, which will transform the way we manage waste, helping us reduce the volume of material sent to landfill
- our *Shared Trails Master Plan*, designed to create a fully-connected network of trails across the region over the next 10 years, and
- Greater Geelong’s first ever *Reconciliation Action Plan*, a proud collaboration between the City and a community working group, which included the Wadawurrung Traditional Owners.

In addition, we increased the availability of local emergency food relief by committing \$1.7 million over five years, introduced a successful hard waste collection service and trialled free, 30-minute parking in all 2-hour parking spaces in Central Geelong.

And we have continued to progress our major Digital Modernisation Project to transform the organisation’s capability into the future, including flexibility and adaptability to new ways of working.

Sitting above all of these plans and projects is our new *Sustainability Framework*, a watershed document that will embed sustainability into all our decision-making – environmental, social, financial and governance-related.

None of this progress would have been possible without the input and passion of our very resilient community.

We are proud to serve you and will continue to strive towards the clever and creative future our region and its people deserve.



Cr Stephanie Asher – Mayor



Martin Cutter – Chief Executive Officer

THE YEAR IN REVIEW

FAST FACTS

We deliver a wide range of infrastructure, services and programs to the Geelong community. In 2019–20, this included:



70,192

people following Events Geelong on social media



3,255

new trees planted in our parks and reserves



470+ km

of unsealed roads maintained



25,297

people participated in 2019 Tastes of Central Geelong



\$40m

invested in new community infrastructure



2,600

youth programs, activities and events facilitated



15,533

residential hardwaste collections



4,656

people assisted by our community care services



400+

virtual and group fitness classes provided



1,575

planning decisions made



192,040

calls to our customer service call centre



8,000+

objects from the National Wool Museum made available online



106

Wi-Fi access points for our community



273

families supported by our Family Day Care Program



38,500

tonnes of kerbside green waste collected



200+

business and investment enquiries

OVERVIEW OF FINANCIAL PERFORMANCE

This is a summary of our financial results for 2019–20.

For full details, please refer to the Annual Financial Report on page 115.

- Surplus of \$85 million – decrease of \$40.3 million on the previous year. The total surplus includes an operating recurrent deficit of \$17.8 million and a non-recurrent surplus of \$102.8 million. The non-recurrent result includes gifted assets of \$89 million.
- \$487.4 million revenue, with 49.6 per cent coming from rates and charges.
- \$402.4 million expenditure – 40.6 per cent employee costs and 33.2 per cent materials and services.
- \$2.76 billion in net assets – \$251 million increase on the previous year.
- \$122.9 million capital expenditure – 39.5 per cent relating to roads, foot and bike paths, and drainage; 24.4 per cent to land and buildings; and 20.7 per cent to parks and open space, as well as recreational, leisure and community facilities.

Comprehensive Income Statement

The comprehensive income statement shows how much we earned during the 2019–20 financial year. It details where we received our income and how it was spent.

Net Result

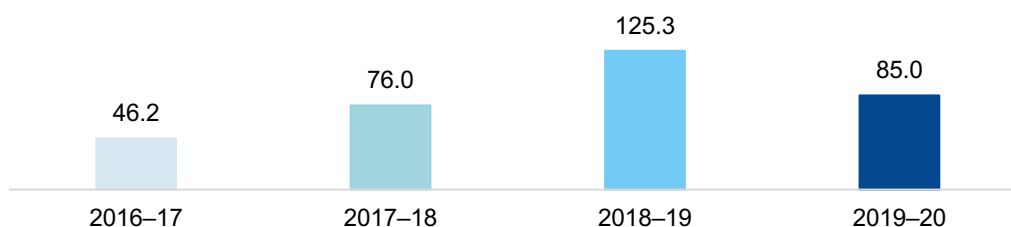


FIGURE 1: Net result for 2016–17 to 2019–20 (\$m)

Total Comprehensive Results

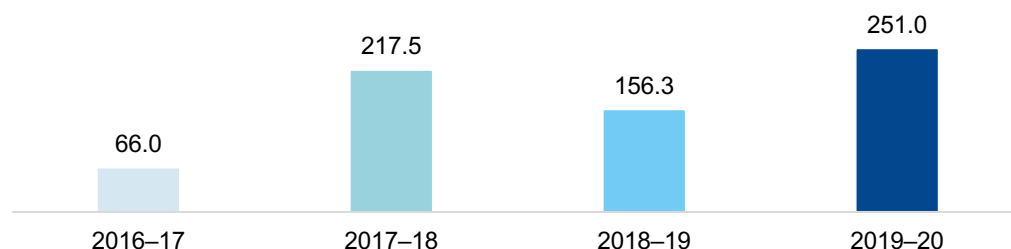


FIGURE 2: Total comprehensive results for 2016–17 to 2019–20 (\$m)

Recurrent Operating Results

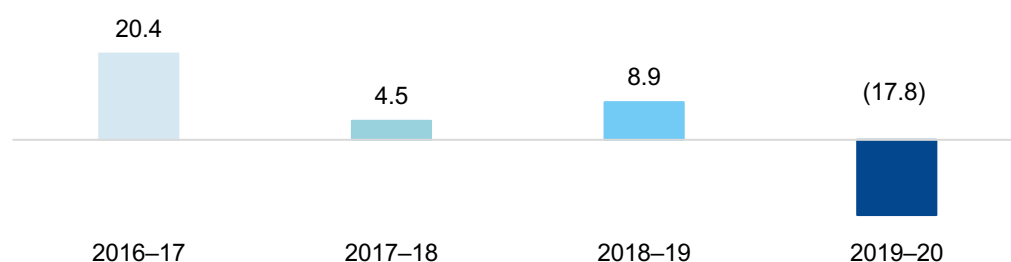


FIGURE 3: Recurrent operating results for 2016–17 to 2019–20 (\$m)

The \$40.3 million decrease in our surplus – that is, income minus expenditure – is shown in Figure 1. This result can be explained by:

- grants decreasing by \$10.7 million
- employee costs increasing by \$8.7 million
- materials and service expenses increasing by \$16.5 million
- additional amortisation, finance costs and borrowing costs of \$4.4 million.

The total comprehensive result accounts for items that will not be classified to surplus or deficit in future periods. In this case, it is the net asset revaluation of land and buildings which, in 2019–20, was an increment of \$166 million.

Our *Strategic Resource Plan* forecasts surpluses over the next four years, including a \$85.6 million surplus in 2020–21. This is a critical part of our financial strategy, as it gives us the capacity to maintain our community assets.

The total surplus of \$85 million includes an operating recurrent deficit of \$17.8 million and a non-recurrent surplus of \$102.8 million. The non-recurrent result includes gifted assets of \$89 million.

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 \$103.4 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 \$2.8 billion – an increase of \$290 million on the previous year.

These asset types make up 98.5 per cent of our total assets.

Total assets

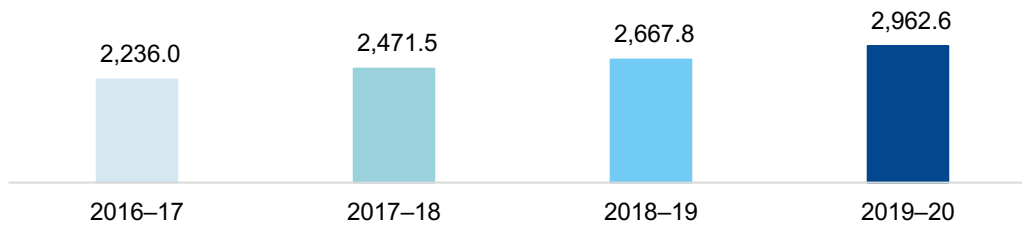


FIGURE 4: Total assets 2016–17 to 2019–20 (\$m)

Investments

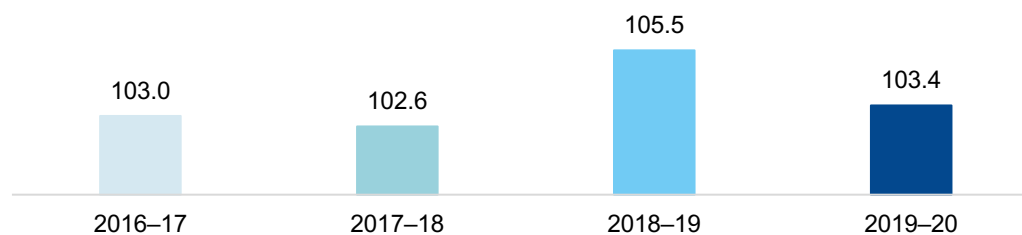


FIGURE 5: Investments 2016–17 to 2019–20 (\$m)

Capital program

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

As Figure 6 shows, our capital works expenditure in 2019–20 was \$122.9 million. This included:

- \$76.4 million on new assets (62.2 per cent),
- \$36.8 million on renewal works (29.9 per cent) and
- \$9.7 million on upgrade works (7.9 per cent).

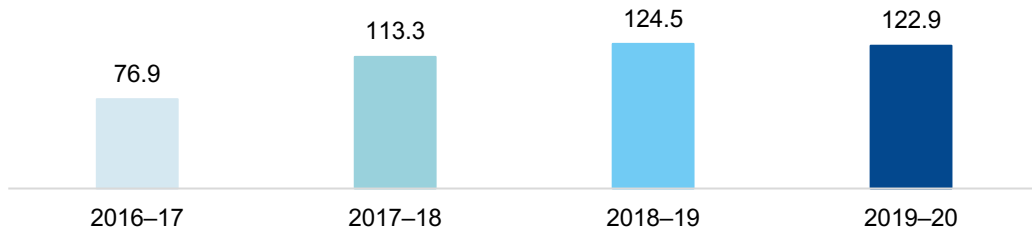


FIGURE 6: Capital works expenditure 2016–17 to 2019–20 (\$m)

The main categories of expenditure were:

- \$30 million on land and buildings
- \$27 million on roads
- \$16 million on drainage
- \$14.3 million on recreational, leisure and community facilities
- \$10.9 million on plant and equipment
- \$5.6 million on foot and bike paths
- \$19.1 million on other assets.

Liabilities

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

Total liabilities

As Figure 7 shows, total liabilities were \$201.3 million, an increase of 27.8 per cent on the 2018–19 balance. This increase is due to new loans financing our Civic Precinct project, grants received in advance, and the take up of new lease liabilities, in line with Australian Accounting Standards Board 16 Leases.

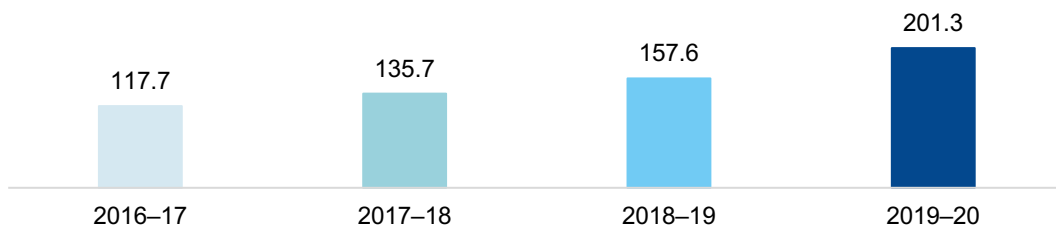


FIGURE 7: Total liabilities 2016–17 to 2019–20 (\$m)

Loans

Our loan balance equates to 41 per cent of total liabilities, which is consistent with 2018–19 (41.2 per cent).

The overall increase in our loan balance of \$16.8 million is due to \$25 million in new loans, offset by \$8.2 million of debt paid off during the year.

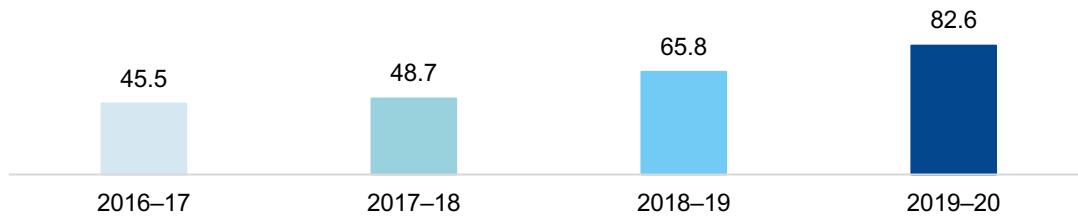


FIGURE 8: Loans from 2016–17 to 2019–20 (\$m)

Debt commitment

The debt commitment ratio shows the percentage of rates required to meet loan repayments for the following 12 months.

Figure 9 shows that a low percentage of rates are being used to service loans and we have ample capacity to meet our debt repayments. The slightly higher ratio in 2019–20 was due to:

- an increase in loans of \$16.8 million and
- an increase in rates income of \$11 million.

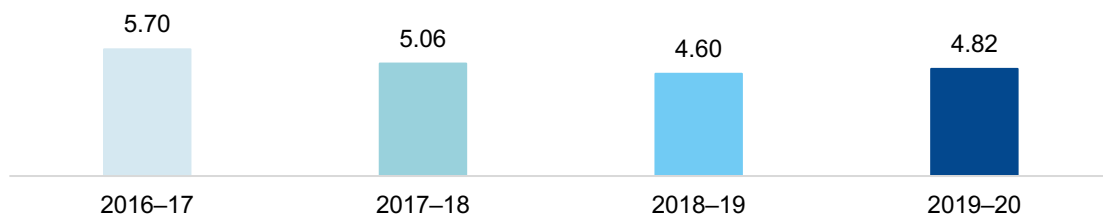


FIGURE 9: Debt commitment percentage 2016–17 to 2019–20 (%)

Ratepayer equity

Ratepayer equity is represented by our net worth – that is what we own (\$2,962.55 million) minus what we owe (\$201.35 million).

As Figure 10 shows, ratepayer equity at 30 June 2020 was \$2,761.2 million – a 10 per cent increase on the previous year. This is due to continued growth of our fixed asset base – that is, property, plant and equipment – and the impact of land and building revaluations.

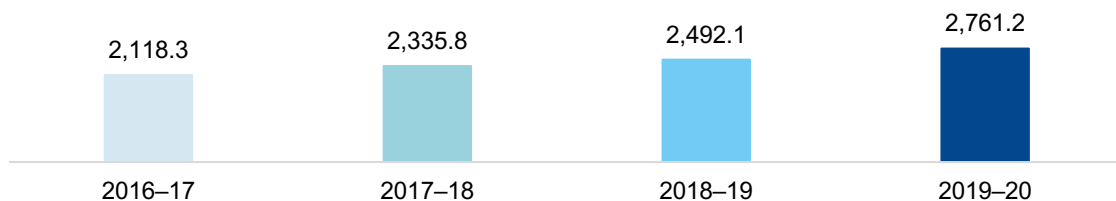


FIGURE 10: Ratepayer equity 2016–17 to 2019–20 (\$m)

OUR COUNCIL

COUNCIL INFORMATION

The role of council

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

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

OUR COUNCILLORS

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

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

The municipality is divided into four, multiple-councillor wards (see Figure 11):

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



FIGURE 11: Ward map of the City of Greater Geelong

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



Cr Stephanie Asher

Mayor
Bellarine Ward

Portfolios:

- Economic Development (C)
- Environment (DC)
- Leadership and Governance (C)

Committees:

- Audit and Risk Advisory Committee
- Central Administrative Office Advisory Committee (C)
- CEO Employment Matters Committee (C)
- G21 Pillars - Economic Development, Environment, Geelong Region Alliance
- Regional Capitals Australia
- Regional Cities Victoria



Cr Kylie Grzybek

Deputy Mayor
Windermere Ward

Portfolios:

- Finance (DC)
- Leadership and Governance (DC)
- Transport and Connections (C)

Committees:

- Audit and Risk Advisory Committee
- Central Administrative Office Advisory Committee
- CEO Employment Matters Committee
- G21 Pillar – Transport



Cr Anthony Aitken

Windermere Ward

Portfolios:

- Finance (C)
- Parks, Gardens and City Services (C)
- Waste Management (DC)

Committees:

- Access and Inclusion Advisory Committee (C)
- Central Administrative Office Advisory Committee
- CEO Employment Matters Committee
- G21 Pillar – Environment



Cr Bruce Harwood

Kardinia Ward

Portfolios:

- Central and Civic Geelong (DC)
- Transport and Connections (DC)
- Waste Management (DC)

Committees:

- Barwon South West Waste and Resource Recovery Group Committee Forum
- Central Administrative Office Advisory Committee
- G21 Pillars – Economic Development (C), Transport
- Geelong Major Events



Cr Eddy Kontelj

Brownbill Ward

Portfolios:

- Central and Civic Geelong (DC)
- Environment (C)
- Sport and Recreation (DC)

Committees:

- CEO Employment Matters Committee
- G21 Pillars – Environment, Sports and Recreation
- Multicultural Action Plan Advisory Committee (C)



Cr Sarah Mansfield

Brownbill Ward

Portfolios:

- Community Health, Wellbeing and Safety (DC)
- Environment (DC)
- Social Inclusion (C)

Committees:

- G21 Pillars – Education and Training, Environment
- Karreenga Aboriginal Advisory Committee
- Women in Community Life Advisory Committee



Cr Jim Mason AM

Bellarine Ward

Portfolios:

- Arts, Culture and Heritage (DC)
- Parks, Gardens and City Services (DC)
- Planning (DC)
- Rural and Coastal (C)

Committees:

- Association of Bayside Municipalities
- Audit and Risk Advisory Committee (S)
- Central Administrative Office Advisory Committee
- CEO Employment Matters Committee
- G21 Pillars – Arts, Heritage and Culture, Planning and Services
- Geelong Regional Library Corporation
- Heritage Advisory Committee (C)
- Municipal Association of Victoria
- Geelong-Queenscliffe Coastal Adaptation Program
- Rural and Peri-Urban Advisory Committee (C)



Cr Pat Murnane

Kardinia Ward

Portfolios:

- Community Health, Wellbeing and Safety (C)
- Social Inclusion (DC)
- Transport and Connections (DC)

Committees:

- Ageing Well Advisory Committee (C)
- Central Administrative Office Advisory Committee
- G21 Pillars – Education and Training, Health and Wellbeing, Transport



Cr Peter Murrphy

Brownbill Ward

Portfolios:

- Arts, Culture and Heritage (DC)
- Central and Civic Geelong (C)
- Economic Development (DC)
- Parks, Gardens and City Services (DC)
- Tourism and Events (DC)

Committees:

- Bellarine Multi Arts Facility (Potato Shed)
- Central Administrative Office Advisory Committee
- Central Geelong Marketing Committee
- G21 Pillars - Arts, Heritage and Culture, Sports and Recreation
- Geelong Major Events (C)
- Geelong Regional Library Corporation



Cr Ron Nelson

Kardinia Ward

Portfolios:

- Tourism and Events (DC)
- Sport and Recreation (C)
- Waste Management (C)

Committees:

- Central Administrative Office Advisory Committee
- G21 Pillar - Sports and Recreation
- Geelong Major Events
- Geelong Regional Library Corporation (C)



Cr Trent Sullivan

Bellarine Ward

Portfolios:

- Arts, Culture and Heritage (C)
- Economic Development (DC)
- Planning (C)
- Rural and Coastal (DC)
- Tourism and Events (C)

Committees:

- Bellarine Multi Arts Facility (Potato Shed) (C)
- Central Administrative Office Advisory Committee
- Central Geelong Marketing Committee (S)
- G21 Pillars – Arts, Heritage and Culture, Economic Development, Planning and Services
- Geelong Art Gallery
- Geelong Major Events
- Geelong Regional Library Corporation
- Planning Committee (C)
- Submissions Review Panel (C)
- Tourism Greater Geelong and The Bellarine

MUNICIPAL MONITORS

After being appointed for three years to oversee Council governance and administration in November 2017, our municipal monitor¹, Jude Munro, resigned from her position on 31 January 2020. Our second monitor, Peter Dorling, will remain in place until the general elections in 2020.

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

OUR PEOPLE

OUR LEADERSHIP TEAM

We are led by the Chief Executive Officer (CEO), who operates under the delegation of the elected Council and is responsible for our overall management and performance.

Our Executive Leadership Team, consisting of seven directors and the CEO, are responsible for implementing Council decisions and delivering sustainable and effective services, activities and infrastructure to the community through our daily operations.



FIGURE 12: Our leadership team as at 30 June 2020

OUR ORGANISATIONAL STRUCTURE

Our organisation is structured around seven directorates that work together to deliver a range of services, activities and infrastructure to our community.

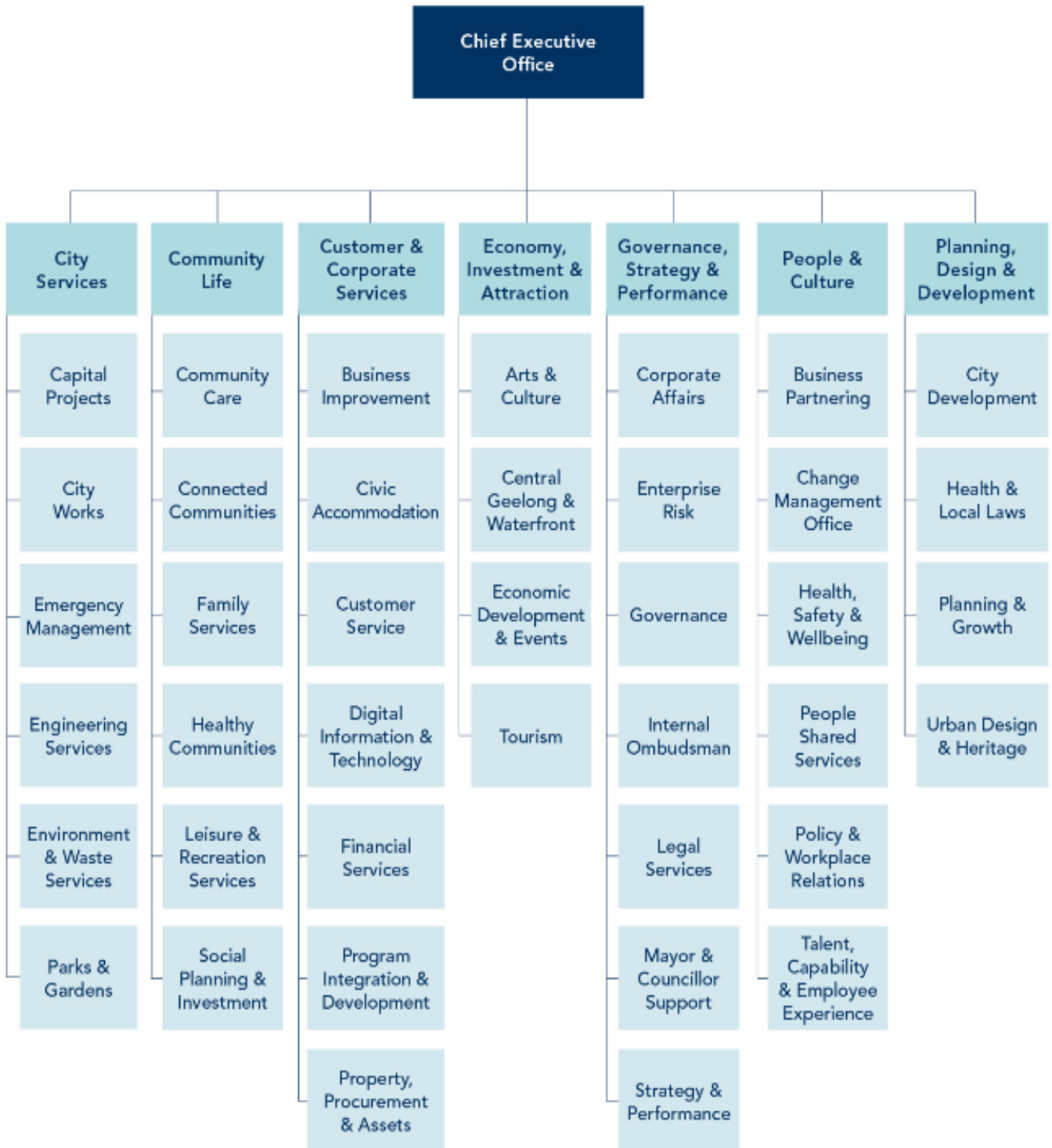


FIGURE 13: Our organisational structure as at 30 June 2020

OUR PEOPLE

We are proud to be an inclusive and flexible organisation that is one of the largest employers in the region.

We currently employ 2,722 people – equivalent to 1,632.30 full-time employees². Our turnover³ in 2019–20 was 8.4 per cent – up from 8.2 per cent the previous year.

Table 1 shows a summary of full-time equivalent employees by employment type and directorate.

TABLE 1: Total full-time equivalent employees by directorate in 2019–20

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	6.00	434.80	295.10	119.50	56.00	44.80	35.10	123.70
Part-time	0.00	22.13	317.06	20.55	19.50	7.03	6.60	49.44
Casual	0.00	5.52	50.80	4.45	5.46	0.00	6.30	2.46
Total	6.00	462.45	662.96	144.50	80.96	51.83	48.00	175.60

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

TABLE 2: Gender and employment type of full-time equivalent employees

EMPLOYEE TYPE	MALE	FEMALE	TOTAL
Full-time	617.40	497.80	1,115.20
Part-time	64.90	377.30	442.20
Casual	22.70	52.20	74.90
Total	705.00	927.30	1,632.30

² As at 30 June 2020

³ Excludes casual employees

EQUAL EMPLOYMENT OPPORTUNITY

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

We recognise and respect the importance of diversity and inclusion and incorporate the principles of equal employment opportunity into our recruitment practices.

From 31 March 2021, all local councils and public sector entities will be required to undertake Gender Impact Analysis to meet the requirements of the *Gender Equality Act 2020*. In November 2019, we were pleased to be one of 10 local governments in Victoria asked to test the toolkit that will be used to support this process.

In our efforts to become a gender-balanced organisation, we are guided by *Ba-gurrk: A Gender Equity Framework for the Greater Geelong Region*. In July 2019, Council endorsed an implementation plan to support the framework. It described the short, medium and long-term actions we'll implement to address gender equity as a governance, community and organisational issue.

Other plans we are currently implementing to further improve diversity and inclusion in our workplace include:

- *The City of Greater Geelong Multicultural Action Plan 2018–22*
- *The City of Greater Geelong Access and Inclusion Plan 2018–22*
- *City of Greater Geelong Reflect Plan May 2020–May 2021*.

Achieving the workplace actions described in these plans will help us build on the work we're already doing, which includes equal opportunity training for all employees as part of their induction.

OCCUPATIONAL HEALTH AND SAFETY

Health and safety matters to us.

Our safety management system, CitySafe, gives us the tools and processes we need to address employee, contractor and community health and safety, and is constantly being reviewed and updated.

Using this system, we successfully reduced the frequency rates below our targets level during the 2019–20 period for ‘lost time injuries’ and ‘high potential incidents’. ‘Total recordable injuries’ – which include lost time and medical treatment injuries – ended slightly above the target level.

TABLE 3: Occupational health and safety performance in 2019–20

	Lost time injury frequency rate		Total recordable injury frequency rate		High potential incident frequency rate	
2018–19 Results	27.5		31.7		18.9	
2019–20 Targets	24.0		25.0		18.0	
2019–20 Results	18.1		25.7		3.8	
2019–20 Variation	-24.6%	✓	+2.8%	⊘	-78.9%	✓

COVID-19 response

Like most organisations, we were forced to rapidly adapt to new ways of working in 2020 to help prevent the spread of COVID-19.

We moved quickly to develop systems for employees performing critical work, securing appropriate supplies to assist with hygiene and assisting those who were able to work from home.

We also worked with our employees to develop COVID Safe Risk Assessments and Safe Work Plans, which were efficiently implemented to keep our people and customers safe.

Contractor safety

We introduced a new contractor management system called LinkSafe to better protect the health and safety of contractors.

Using LinkSafe, we have improved our general and site-specific induction processes. We can also better monitor contractor status and communicate our expectations to the contractor workforce more easily.

Workplace injuries and reported incidents

One of our goals in 2019–20 was to reduce ‘near-miss’ incidents with a potential for serious injury or death – also known as ‘high potential incidents’. As such, we were able to reduce these incidents by almost 80 per cent (see Table 3 above).

We also expanded our early intervention program to improve treatment of injuries sustained by employees through our In2Work program. This program gives employees priority access to general practitioners and helps address musculoskeletal injuries and discomfort through the associated physiotherapy program.

OUR PERFORMANCE

HOW WE PLAN

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

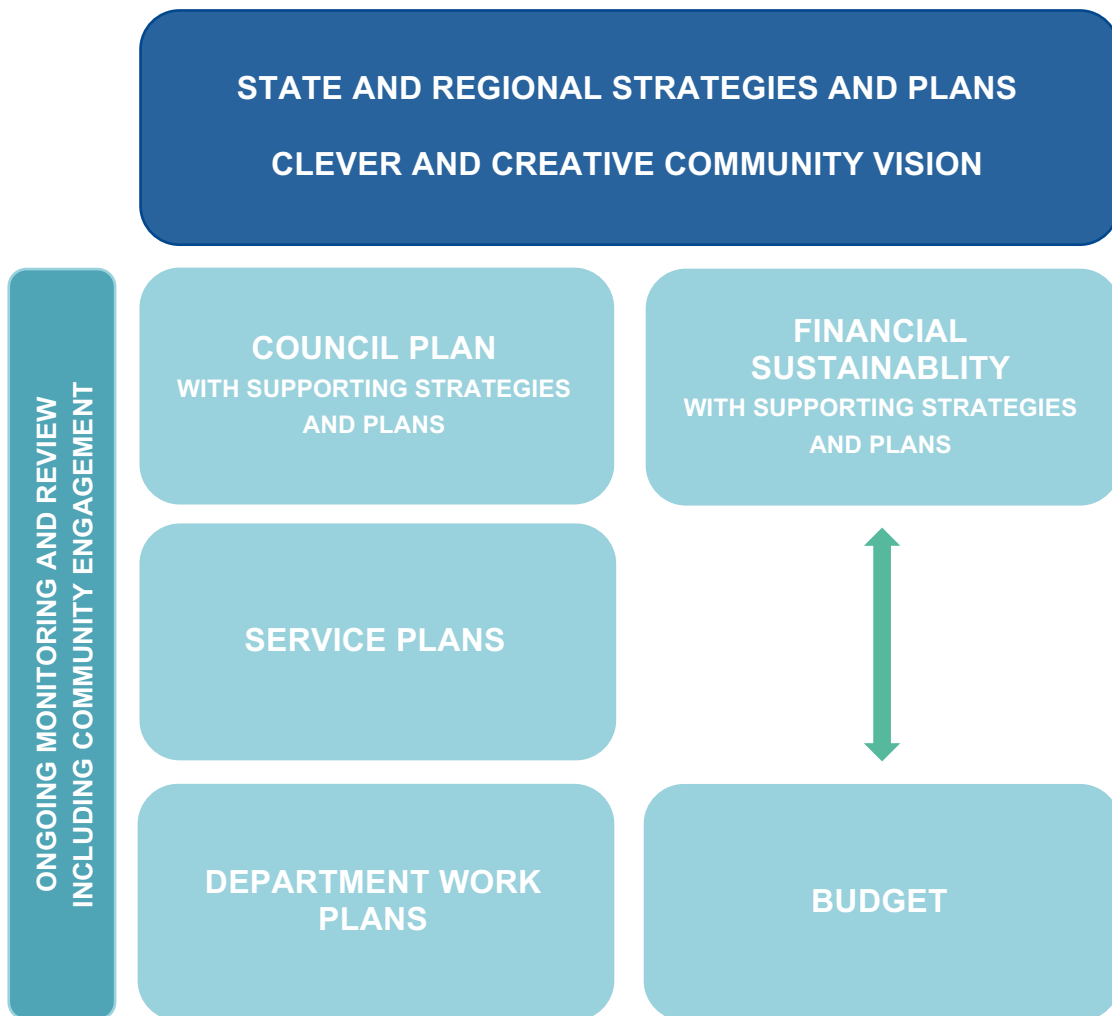


FIGURE 14: Our planning framework

Council Plan 2018–22 is the key document that guides us. It translates our community’s needs and expectations into actions and establishes what we want to achieve over the term of this Council. It is supported by other important plans and strategies including: our municipal public health and wellbeing plan; social infrastructure plan; asset and land management plans; environment strategy, sustainability framework 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 planning and budgets are aligned to the council plan aims, in addition to the services we deliver for our community.

We also use long-term service planning to help us predict how trends like advancing technology, climate change, growth and asset renewal will impact our future delivery of services, and then identify opportunities to prepare for the future.

OUR COVID-19 RESPONSE

From March 2020, we took on the important task of helping our community and employees adapt to the challenges brought on by the COVID-19 pandemic.

Thanks to the leadership of our councillors, and our team’s quick response, we were able to not only maintain vital services but, in some cases, boost them.

Support packages

From March to June 2020, Council approved more than \$10.8 million in support and recovery packages for the 2019–20 and 2020–21 financial years. The breakdown of funding support was as follows (see Figure 15):

Budgeted income foregone

- Free parking and parking permit refunds (\$5.3 million)
- Reduced and refunded rent and fees for community groups and businesses (\$2.73 million)
- Rate and interest waivers (\$848,000)

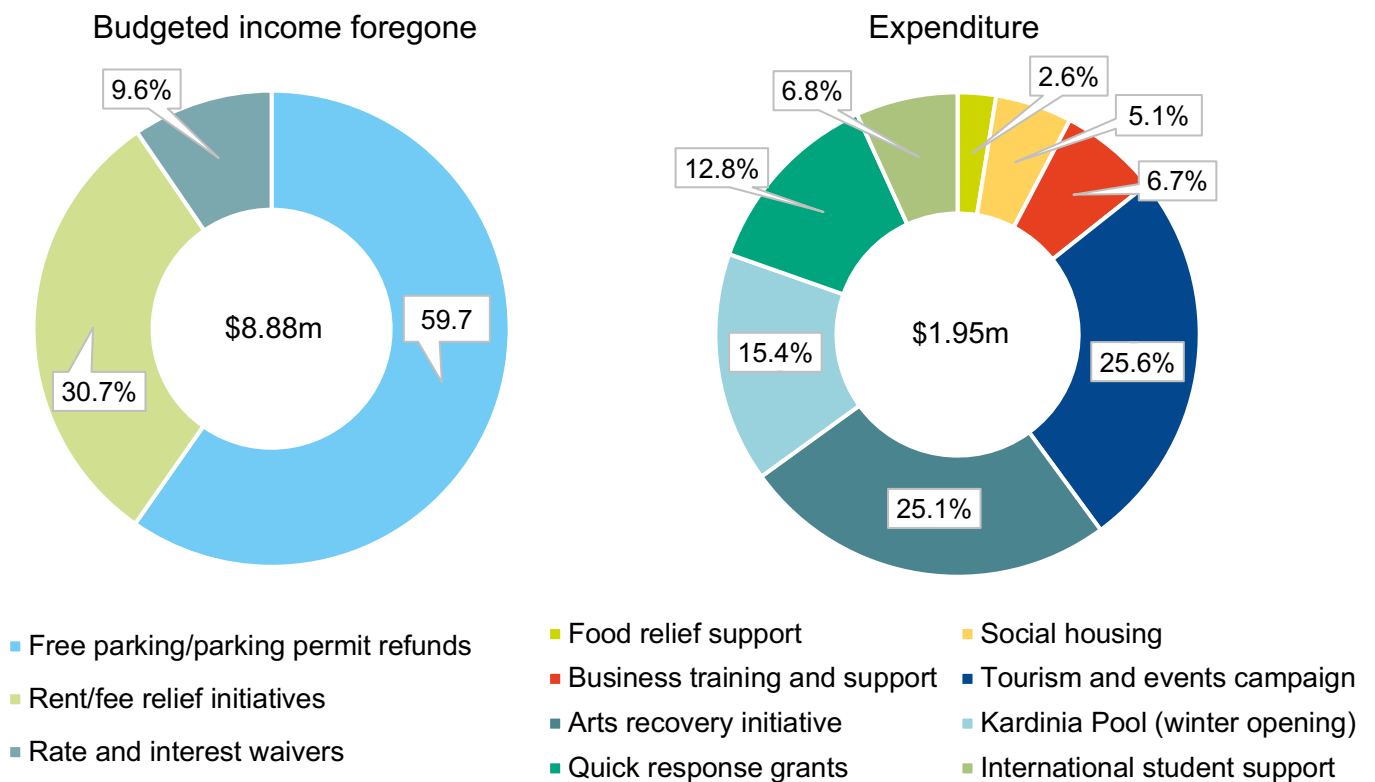
Expenditure

- Tourism and events campaign support (\$500,000)
- Heritage, arts and culture recovery support (\$490,000)
- Extended season opening for Kardinia Pool (\$300,000)
- COVID-19 quick response grants (\$250,000)
- Initiatives to support international students (\$133,000)
- Training and professional advice for local businesses (\$130,000)
- Social housing support (\$100,000)
- Support for food relief (\$50,000)

Recognising that hardships caused by COVID-19 restrictions are a shared responsibility, Council also adopted a COVID-19 Financial Hardship Policy. This policy made financial relief available to both businesses and individuals and applied to all monies owed, with the exception of fines.

We shared information about all the support available via our website, promoting it widely. We also advertised information about financial support in 15 languages, via SBS Radio and 94.7 The Pulse.

FIGURE 15: Greater Geelong COVID-19 support package breakdown (2019–20 and 2020–21)



Emergency response

As part of our municipal emergency management responsibilities, we worked closely with other agencies to prepare for, and respond to, the impacts of COVID-19.

We activated our *Influenza Pandemic Response Plan 2020* on 11 March 2020 – the same day the World Health Organisation declared COVID-19 a pandemic. Five days later, when a State of Emergency was declared, we started developing our *COVID-19 Municipal Relief and Recovery Plan*.

To minimise the potential spread of COVID-19, we closed many of our facilities a few days before government restrictions took effect. Swimming pools and leisure centres, golf courses, halls, recreation and community centres, cultural facilities, libraries and playgrounds were all impacted.

With support from the Victorian Government, we also increased cleaning and sanitation of shopping precincts and high-use pedestrian areas, including bike racks, bench seats, bus stops and signs.

As part of our relief and recovery efforts, we connected those in need with local community services and food relief agencies. We also carried out welfare checks on residents in isolation and doubled our written communication with our aged and disability service clients.

Employee redeployment

In total, over 600 permanent and casual employees were impacted by COVID-19 and the associated restrictions. To address this, we established an employee redeployment program in mid-March. By the end of the financial year, we had redeployed 247 employees through this program.

Temporary redeployment assignments included:

- delivering meals to our aged and disability service clients
- supporting employee welfare
- administration
- accounting
- tree and park management and
- cleaning and sanitation in busy areas.

Our redeployment program received great feedback and many other regional councils looked to it as a model for their own employees.

New ways of doing things

To keep our employees and community safe, many of our services had to be moved online, or delivered by phone. Customer and statutory planning services, council meetings and services for families, children and youth were just some of the many areas of our business we adapted to this new way of working.

For services that couldn't be moved online, we quickly established COVID-safe work procedures and made sure our frontline employees were given the necessary training and protective equipment. This was particularly important for our community care workers, who continued caring for over 5,000 aged and disability service clients.

In order to help slow the spread of the virus and manage the delivery of our services, the majority of our employees worked from home from mid-March. To support them, we established flexible work policies, provided mobile devices and implemented employee health, welfare and support programs.

To support the wellbeing of the broader community, we launched a Swim Sport & Leisure at Home online program, which included live and pre-recorded workouts, healthy recipes and general health information. The virtual fitness classes were particularly popular, receiving over 10,000 views per week at their peak.

Other wellbeing programs we initiated include:

- the Healthy at Home toolkit
- the Geelong City Kids Challenge
- gardening tips from the Geelong Botanic Gardens and
- the Youth Postcard Project, which shared artwork and messages of hope from young people with clients of our delivered meals service.

Finally, with the easing of restrictions towards the end of the financial year, we supported community groups and clubs to become COVID-safe, giving advice and offering quick-response grants to help them with the transition.

TRENDS IMPACTING OUR SERVICES

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

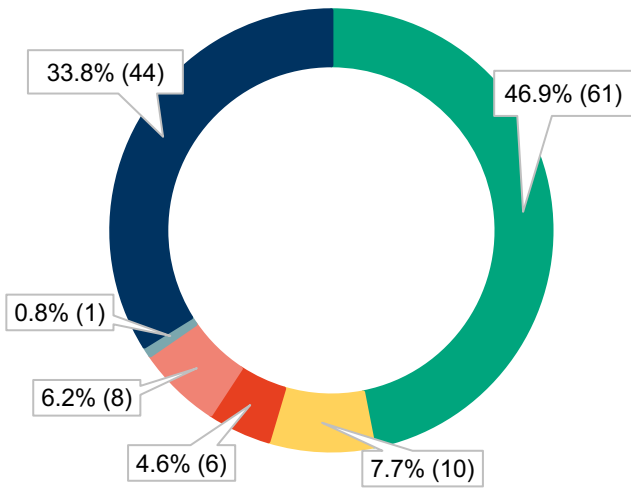
Trend	What it means for us	How we need to respond
Pandemic response and management	We must continue to deliver essential services and support to address the social and economic impacts of government restrictions caused by COVID-19.	We need to review our priorities, change how we do things and allocate resources appropriately. We must also manage the impacts on our internal workforce and long-term operational sustainability.
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.
Environmental sustainability and climate change	The community expects us to show leadership in both policy and work practice, as part of a growing global focus on climate and environmental sustainability.	We must work with the community and stakeholders towards zero carbon emissions, better resource recovery mechanisms and protection and restoration of our natural environment.
Social inequity	Some members of our community are the most at risk of social exclusion in Victoria, with the impacts of COVID-19 magnifying these risks and impacts.	We must apply a social equity lens to all our policies, programs and services to help us find and address barriers, and create better opportunities for all. Our responses must be deliberate, driven by data and evidence-based.
High growth	We are one of the state's fastest growing regional municipalities, so timing and sequencing of services in new growth areas is a challenge.	We need a 'whole-of-organisation' effort to service, plan and deliver infrastructure for growth corridors and areas impacted by infill development. This must be balanced against maintaining service delivery in established areas.
Growing community and customer expectations	Our community is seeking greater input into local decision making, as well as more responsive customer services.	While we prepare for our changing future, we must also manage our community's evolving and growing expectations of the services we currently deliver, as well as those we will deliver in the future.
Growing pressure on financial sustainability	Cost increases, including those associated with our COVID-19 response, will have longer-term implications for our budget.	We need to operate on a sustainable financial model and continuously improve the efficiency of our services.
Organisational change	We must learn to adapt to a changing work environment and work culture, as well as new work practices and digital modernisation.	We need to align our culture with strategy, so people can be productive and engaged, while upgrading their skills to deliver quality services.
Balancing our asset investment	As Geelong's population grows, it is becoming increasingly difficult to get our asset investment mix right.	We need to achieve optimal investment in maintaining, renewing, replacing, enhancing and disposing assets.

TABLE 4: Trends impacting our services

COUNCIL PLAN HIGHLIGHTS FOR 2019–20

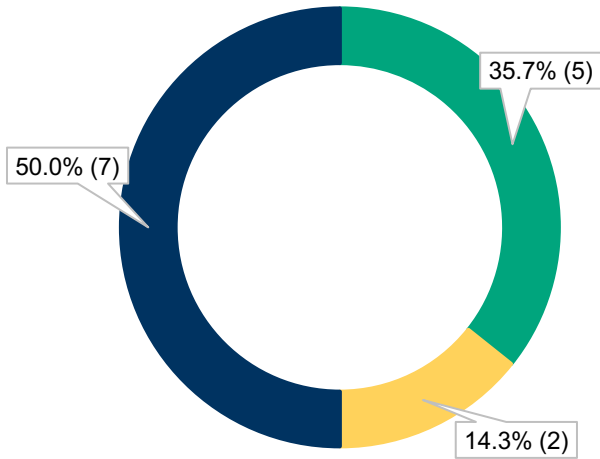
In the 2019–20 update of our council plan, we committed to 130 initiatives in total. Fourteen of these were major initiatives.

FIGURE 16: Council plan progress for 2019–20 (overall, major and other initiatives)



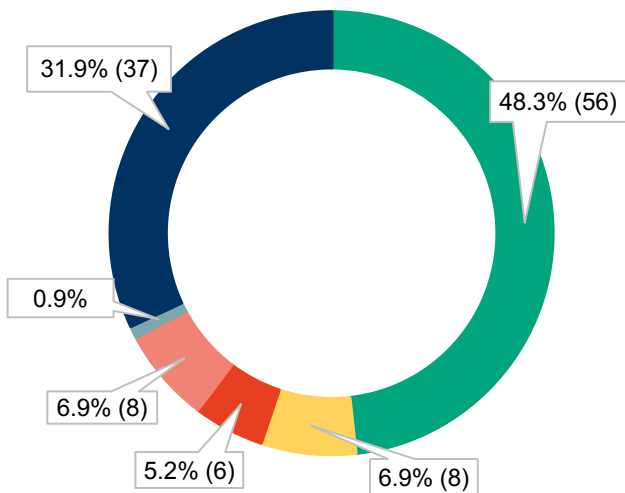
Council plan overall progress result

33.8 per cent (44) of all initiatives were completed, and a further 46.9 per cent (61) are on track.



Major initiative progress results

50 per cent (7) of major initiatives were completed, and a further 35.7 per cent (5) are on track.



Other initiative progress result

31.9 per cent (37) of other initiatives were completed, and a further 48.3 per cent (56) are on track.



STRATEGIC DIRECTION	ACHIEVEMENTS
Improved health and safety of our community	<ul style="list-style-type: none"> – Council allocated \$1.7 million over five years to support food relief services in the region. – Council endorsed <i>The City of Greater Geelong Social Housing Plan 2020–41</i> in February 2020.
Informed social infrastructure and planning	<ul style="list-style-type: none"> – We awarded over \$4 million in Community Investment and Support Fund grants to 248 groups. – We opened the Northern Skate Park in Corio.
A more inclusive and diverse community	<ul style="list-style-type: none"> – We developed our first <i>Reconciliation Action Plan</i>. – We upgraded sport and recreation facilities to provide modern, unisex amenities supporting female participation in sport across the municipality.
Planned sustainable development	<ul style="list-style-type: none"> – We developed a draft 20-year master plan for the Sparrovale Wetlands. – We managed over 1,300 hectares of nature reserves.
Effective environmental management	<ul style="list-style-type: none"> – Council adopted <i>The City of Greater Geelong Waste and Resource Recovery Strategy 2020–2030</i>. – We consulted with the community about our draft <i>Environment Strategy 2020–30</i> and <i>Environment Strategy Action Plan 2020–22</i>.
Vibrant arts and culture	<ul style="list-style-type: none"> – Council endorsed the <i>Our Heritage, Our Collection</i> strategic report, which is designed to help us better manage our heritage collection. – Council allocated \$510,000 to a COVID-19 recovery response supporting the arts, culture and heritage sectors.
Integrated transport connections	<ul style="list-style-type: none"> – Council adopted the <i>Shared Trails Masterplan</i>, a 10-year plan that aims to create a fully-connected network of shared trails across the region. – We completed the western link of the Building Better Bike Connections Project, which connects Geelong’s western suburbs to Central Geelong.
A thriving and sustainable economy	<ul style="list-style-type: none"> – The Regional Industry Sector Employment program (RISE) won a national award for excellence from Economic Development Australia, and was a finalist in the Victorian Training Awards. – We helped 370 businesses adapt to the impact of COVID-19 restrictions through the Geelong Business Support Program.
Growing our tourism and events	<ul style="list-style-type: none"> – We introduced a new Community Events grant stream, allocating \$170,000 to support 32 community events. – We completed and opened the Geelong Botanic Gardens Sustainable Visitor facility.
Innovative finances and technology	<ul style="list-style-type: none"> – We provided \$5.165 in financial support to help communities adapt to COVID-19 as part of our 2020–21 budget. – We were the first city within Victoria to install public space ‘Smart Node’ street poles.
Organisational leadership, strategy and governance	<ul style="list-style-type: none"> – Council adopted <i>The City of Greater Geelong Sustainability Framework and Action Plan</i>, to encourage and lead a culture of sustainability throughout the organisation and community. – We established a Redeployment Program to match employees left without work due to COVID-19 restrictions with those community services facing increased demand.

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.

LINKS TO THE CLEVER CREATIVE VISION:



PEOPLE FEEL SAFE
WHEREVER THEY ARE



AN INCLUSIVE, DIVERSE,
HEALTHY AND SOCIALLY
CONNECTED COMMUNITY

Achievements

- Council allocated \$1.7 million over five years to support food relief services in the region.
- Council endorsed *The City of Greater Geelong Social Housing Plan 2020–41* in February 2020.
- We presented the Women in Community Life Awards at an International Women's Day event in March 2020.
- We participated in the Barwon Month of Action and 16 Days of Activism against Gender-Based Violence.
- We were awarded a \$95,844 Safer Together grant, in partnership with the Country Fire Authority and Department of Environment, Land and Water Planning, to address bushfire prone areas.
- We launched our Healthy at Home online toolkit to give residents reliable advice on creating and living a healthy lifestyle.
- We supported our community care clients during the pandemic with increased communication and fact sheets and adjusted how we delivered services to minimise risks.
- We received a \$250,000 grant to install 'smart' lighting, incorporating CCTV and Wi-Fi, at bus stops and key locations along the Bellarine Rail Trail.
- Our Family Day Care was named the 2019 Service of the Year at the national Excellence in Family Day Care Awards.


Focus areas




- Developing long-term strategies that can address social equity without comprising our existing service standards.
- Improving food security, which affects the most vulnerable in our community.






Progress report

■ On track
 ◆ Needs improvement
 ■ Off track
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	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.	△

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
Increase in the percentage of children enrolled who participate in Maternal Child Health Services.	Annual	73.46% (2016–17)	75%	73.14% (2019–20) 73.17% (2018–19)	We've observed consistent participation rates in recent years, even taking into account that some face-to-face services were moved online due to COVID-19 directives from the Victorian Government.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Show leadership in gender equity, diversity and family violence prevention.	<i>Implement actions in the Ba-gurrk Gender Equity Framework.</i>	<p>We delivered a Gender Equity Forum at Deakin University with our key strategic partners in October 2019.</p> <p>We also worked with the Municipal Association of Victoria to complete Stage 1 of a three-month pilot project testing an analysis toolkit designed to make sure women, men and gender non-binary individuals are considered in important decision making. The findings will inform our Arts and Culture Strategy and open space referrals.</p> <p>We continued to support the Women in Community Life Advisory Committee and presented the Women in Community Life Awards at an International Women's Day event on 6 March 2020. The event featured Nova Peris as the keynote speaker.</p>	
Support local organisations that address homelessness, family violence and food shortages.	<i>Work with partner agencies to implement strategies aimed at addressing homelessness in Central Geelong.</i>	<p>We commenced a new project with key partners, such as the Barwon Homelessness Network, to consider security measures for rough sleepers in Central Geelong. While several agencies were consulted about secure lockers, they're yet to be placed.</p> <p>We also worked with several agencies to offer rough sleepers and homeless people services during the COVID-19 pandemic, such as showers. Finally, a partnership with NEAMI, a community-based organisation, and Victoria Police helped connect rough sleepers with accommodation and other support.</p>	
	<i>Implement a strategic response to address food shortages in the Geelong region.*</i>	<p>We worked with key community food relief and assistance stakeholders to develop a business case for increasing the region's food distribution and storage capacity significantly. In May 2020, Council subsequently resolved to support and fund the development of a new Food Relief Facility in North Geelong and provide five years funding to support the Geelong Food Relief Centre. The legal agreements have been drafted and are currently being reviewed.</p>	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Develop a housing policy to provide a range of social and affordable housing options.	<i>Adopt and commence delivery of the first year of the Social Housing Plan.</i>	<p>We presented a draft social housing plan to Council in November 2019 and received over 90 responses and 14 written submissions from the community.</p> <p>Council endorsed <i>The City of Greater Geelong Social Housing Strategy 2020–41</i> in February 2020 and a plan to implement it has begun.</p> <p>As part of the COVID-19 recovery program, we've also started working in partnership with the Department of Health and Human Services to determine the feasibility of using Council-owned sites for social housing.</p>	
Improve safety in our community.	<i>Work with partner agencies to develop a Community Safety Strategy and Action Plan.</i>	<p>We commenced scoping a community safety strategy and action plan with key agencies including Victoria Police and the Department of Justice and Community Safety. Progress has been delayed as we've prioritised our COVID-19 response and sought additional funding. However, we aim to complete the strategy and plan by September 2020.</p>	
Provide safer public spaces.	<i>Improve safety in the CBD, including the Little Malop Street Mall and Moorabool Street.</i>	<p>We removed the public toilet to make way for a performance space, reinstated the water feature and added new festoon lights, children's play equipment, planter boxes and seating as part of the Little Malop Street Central activation and public realm improvement project. A Place Score survey, completed in February 2020, shows perceptions of the space have since improved demonstrably. What we've learnt will help shape the long-term master plan for the space, in conjunction with extensive community consultation.</p>	
Encourage responsible pet ownership.	<i>Implement the Domestic Animal Management Plan focusing on community awareness and education.</i>	<p>We implemented the following actions in 2019–20:</p> <ul style="list-style-type: none"> • completed the July 2019 cat desexing program • audited dog signage across the municipality, with new signs rolled out to key locations • installed temporary 'pick up poo' signs at sporting grounds • rebranded animal management vehicles to improve our visibility within the community • communicated via the Park Your Pet App • engaged with the community about proposed changes to dog control orders on Barwon-Coast-managed land • distributed City-branded dog poo bag dispensers at events • created a video about effective dog control • added pet selection articles and links to our website • developed a dog attack registry to help identify trends in the municipality. 	
Promote healthy eating and support active living.	<i>Continue to work with sporting clubs, community groups and businesses to promote healthy eating.</i>	<p>We continued our work to reduce sugar-sweetened beverages at all Council-owned and operated recreation facilities and, in conjunction with partner organisations, supported the 'Choose Water Every Day' Campaigns.</p> <p>We also finalised the Healthy Catering Guide, designed to assist workplaces, associations and community groups to make healthier choices when organising catering.</p>	

Four-year council plan priorities			
2019–20 actions	Progress comment	Status	
<i>Create and facilitate more health and fitness options.</i>	<p>We offered the following health and fitness programs in 2019–20:</p> <ul style="list-style-type: none"> • over 400 virtual and group fitness classes, which were highly successful during the COVID-related closures of our leisure centres • over 100 MOTIVATE30 small-group training classes • Yoga by the Pool classes at Kardinia Aquatic Centre from November to December, as well as in March • member Health Series events on family health and nutrition • group personal training sessions at Leisurelink focused on women, beginners, older people and injured members • a free 2019 Swim Guide, to promote lap swimming supported by a free two-week program. 	✓	
<i>Create the Mental Health Strategy and Action Plan.</i>	We developed a scoping paper to further understand our role in facilitating positive mental health. Based on this scoping paper, a pilot project across the organisation will be trialled between July and December 2020 in lieu of an action plan.	◆	
Create healthy environments in children's settings.	<p>To create healthy children's settings in 2019–20, we:</p> <ul style="list-style-type: none"> • reviewed our implementation of the Child Safe Standards • implemented daily safety checks of outdoor play spaces in children's centres • started 'Be You' online training for educators to support children's mental health and wellbeing. <p>In response to COVID-19, we have made the following changes in children's centres:</p> <ul style="list-style-type: none"> • installed hand sanitiser stations • installed floor decals and signage with social distancing reminders • staggered lunch times for children, to reduce the number of children coming together at one time • increased monitoring of children / parents, reminding them to stay home if they are showing any signs of being unwell • encouraged one child / one parent drop-off (this applied to Maternal Child Health appointments as well) • implemented additional cleaning across all services, with a focus on high-touch points. 	■	
Work towards having the safest roads in Victoria.	<p><i>Work towards becoming a 'Towards Zero' council for road safety.</i></p> <p>We started preparing a new road safety strategy. This will be considered by Council later in 2020.</p> <p>We also worked to secure \$3 million to implement additional road safety treatments throughout Corio and South Geelong. Finally, we installed pedestrian safety improvements around schools in Armstrong Creek and continued to advocate for safer speeds in local streets.</p>	■	

*Major Initiative

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 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS AND COMMENTS
Aquatic Facilities					
Service standard <i>Health inspections of aquatic facilities</i> [Number of authorised officer inspections of Council aquatic facilities / Number of Council aquatic facilities]	0.67	0.67	1.00	1.00	One inspection was conducted at each of our six pools.
Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Population]	8.48	8.36	8.82	6.53	The utilisation of our aquatic facilities was impacted by: <ul style="list-style-type: none"> • unfavourable weather during the 2019–20 summer season • centre closures due to smoke haze from bushfires • centre closures caused by COVID-19 restrictions.
Service cost <i>Cost of aquatic facilities</i> [Direct cost of the aquatic facilities less income received / Number of visits to aquatic facilities]	New in 2020	New in 2020	New in 2020	\$3.01	Costs reflect the impact of COVID-19 including site closures, lost revenue and memberships being placed on hold. Learn to Swim was not run from March to June 2020.
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	48.31%	20.26%	18.65%	23.92%	We make every effort to reunite registered cats and dogs with their owners before they are impounded. COVID-19 restrictions led to a decrease in impounded animals, as more people were at home than usual.
Service standard <i>Animals rehomed</i> [Number of animals rehomed / Number of animals collected] x100	New in 2020	New in 2020	New in 2020	59.61%	We actively try to rehome unclaimed animals, advertising them for adoption online. Increased adoptions in 2019–20 coincided with COVID-19 restrictions.

SERVICE/INDICATOR/MEASURE	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS AND COMMENTS
Service cost <i>Cost of animal management service per population</i> [Direct cost of the animal management service / Population]	\$11.03	\$11.86	\$12.28	\$13.48	This indicator changed in 2019–20 so costs are worked out per head of population – not by number of registered animals. Increased costs caused by an increase in prosecutions, as well extra labour needed to deliver the domestic animal management plan.
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	New in 2020	New in 2020	New in 2020	100.00%	Animal management prosecutions presented to the Magistrates Court have increased over the past three years in proportion to the reported number of serious dog attacks. All 27 prosecutions heard this financial year were successfully prosecuted. Six additional prosecutions have been postponed until 2020–21, due to COVID-19 restrictions.
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]	2.64	2.04	1.78	1.64	Actioning complaints has decreased by one day since 2017. This is particularly notable given that complaints are increasingly lodged after hours, and response times are only actioned during business hours.
Service standard <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 (Vic) 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 (Vic) 1984</i>] x100	101.28%	105.74%	99.94%	98.27%	In the 2019 calendar year, 30 businesses due for an assessment couldn't be inspected. Of these, 12 were either closed or not trading.
Service cost <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 (Vic) 1984</i>]	\$481.94	\$506.52	\$517.04	\$532.42	In addition to our annual labour cost rises and the growth in new food businesses, we have applied a more rigorous methodology to our recent reporting processes and expect future data to be more aligned with our 2019–20 results.

SERVICE/INDICATOR/MEASURE	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS AND COMMENTS
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	96.48%	99.46%	99.32%	98.19%	Despite slight variations, we have performed very well in this indicator since 2017. In the 2019 calendar year, only three notifications did not receive timely follow-up, as the businesses were not trading frequently.
Maternal and Child Health (MCH)					
Service standard <i>Infant enrolments in the MCH service</i> [Number of infants enrolled in the MCH service / Number of birth notifications received] x100	101.43%	100.00%	98.89%	101.12%	Participation rates are consistently high.
Service cost Cost of the MCH service [Cost of the MCH service / Hours worked by MCH nurses]	\$75.33	\$79.68	\$80.35	\$80.18	In addition to our annual labour cost rises, we have applied a more rigorous methodology to our recent reporting processes and expect future data to be more aligned with our 2019–20 results.
Participation <i>Participation in the MCH service</i> [Number of children who attend the MCH service at least once (in a year) / Number of children enrolled in the MCH service] x100	73.46%	73.78%	73.17%	73.14%	Moving some face-to-face services online to accommodate COVID-19 restrictions has had no obvious impact on participation rates.
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	73.26%	64.86%	63.39%	76.37%	We have continued to build our partnership with the Wathaurong Aboriginal Co-operative to provide a place-based Maternal and Child Health service.
Satisfaction <i>Participation in 4-week Key Age and Stage visit</i> [Number of 4-week key age and stage visits / Number of birth notifications received] x100	New in 2020	New in 2020	New in 2020	93.77%	Participation rates are high.

As part of the ongoing review and improvement of reporting, Local Government Victoria retired the following indicators:

RETIRED SERVICE/INDICATOR/MEASURE	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS AND COMMENTS
Aquatic Facilities					
Health and safety <i>Reportable safety incidents at aquatic facilities</i> [Number of WorkSafe reportable aquatic facility safety incidents]	16	22	18	Retired in 2020	As of 1 July 2019, councils are no longer required to report on this indicator.
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]	\$0.91	\$0.51	\$0.69	Retired in 2020	As of 1 July 2019, <i>Cost of indoor aquatic facilities</i> and <i>Cost of outdoor aquatic facilities</i> have been merged into one measure.
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]	\$4.90	\$4.71	\$6.21	Retired in 2020	As of 1 July 2019, <i>Cost of indoor aquatic facilities</i> and <i>Cost of outdoor aquatic facilities</i> have been merged into one measure.
Animal Management					
Service cost <i>Cost of animal management service</i> [Direct cost of the animal management service / Number of registered animals]	\$57.66	\$64.22	\$66.26	Retired in 2020	As of 1 July 2019, this indicator was replaced by <i>Cost of animal management service per population</i> .
Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	12	21	19	Retired in 2020	As of 1 July 2019, this indicator was replaced by an amended <i>Animal management prosecution</i> measure that is a proportion rather than a number.
Maternal and Child Health (MCH)					
Participation <i>Participation in first MCH home visit</i> [Number of first MCH home visits / Number of birth notifications received] x100	100.94%	94.22%	96.84%	Retired in 2020	As of 1 July 2019, this indicator was replaced by <i>Participation in 4-week Key Age and Stage visit</i> .

INFORMED SOCIAL INFRASTRUCTURE AND PLANNING

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

LINKS TO THE CLEVER 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 awarded over \$4 million in Community Investment and Support Fund grants to 248 groups for community-based initiatives and projects.
- We opened the Northern Skate Park in Corio.
- We delivered new and upgraded sporting and community facilities, including:
 - Bella Wiyn Birralelee Family Centre (Drysdale)
 - Korayn Birralelee Family Centre (Corio)
 - St Mary’s social room extension
 - St Joseph’s Football and Netball Club changeroom upgrade.
- We delivered nine new and upgraded playgrounds across the municipality.
- We identified potential locations for a new 50-metre pool to service the northern Bellarine.
- We added 24.8 hectares to our open space network.
- We completed concept designs for a new Barwon Heads Arts and Community Centre.
- We engaged with the community to seek their views on the draft *Social Infrastructure Plan - Generation One: 2020–2023*, which aims to provide places, spaces and services where and when people need them the most.


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

■ On track
 ◆ Needs improvement
 ■ Off track
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
No net loss of public open space by suburb.	Annual	2,147.6 ha (530 sites) (November 2017)	Maintain	2,202.7 ha (568 sites) (June 2020) 2,177.9 hectares (549 sites) (2018)	An increase of 19 sites and 24.8 hectares since 2018. An increase of 38 sites and 55.1 hectares on the baseline result of 2017, with no net loss in any suburb.	■

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
Per cent of plans for key community infrastructure projects completed.	Annual	37 key community infrastructure projects have been identified for delivery by 2022.	100%	81% (June 2020) 65% (June 2019)	We completed 31 of the 37 priority projects, in addition to new and priority projects that have emerged in the first two years of our council plan.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Provide more quality spaces that support active lifestyles.	<i>Identify locations and construct two fenced dog parks.</i>	We identified locations in Belmont and Lara for two new dog parks. Proposed designs were made available for community feedback in June 2020. We also started the process for selecting a site on the Bellarine. Furniture and fencing contracts for all three parks have been approved.	
Support the growth of localised and regional sporting facilities.	<i>Provide new sports and leisure facilities and upgrade existing ones.</i>	In 2019–20, we did the following: <ul style="list-style-type: none"> • completed the design and planning work needed to support West Oval becoming a regional AFL facility • finalised the draft of a facility improvement plan for the Geelong Baseball Centre at Waurn Ponds • progressed all designs for redevelopment of change facilities and pavilions for West Oval, Herne Hill and South Barwon • upgraded the St Mary's Football Netball Club pavilion • redeveloped the St Albans Football Club change room • redeveloped the East Geelong Football Netball Club umpire change room • installed flood lighting at the Collendina Reserve • installed lighting at Anakie Reserve • completed the Stead Park Skatepark in Norlane. In addition to the above: <ul style="list-style-type: none"> • Council endorsed a scoping study for the proposed 50-metre outdoor pool in Drysdale • Council adopted the final <i>Drysdale Sporting Precinct Master Plan</i> • we signed \$9 million worth of funding agreements with the Victorian Government for the delivery of the West Oval and Herne Hill joint facilities for AFL and cricket. 	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver accessible and attractive community infrastructure, based on community need.	<i>Advocate for funding for the Northern ARC Health and Wellbeing Hub.</i>	We collaborated with G21, Regional Development Victoria, Sport and Recreation Victoria and the Barwon Region Partnerships to advocate for state and federal government funding. We will continue to advocate for funding in 2020–21.	✓
	<i>Engage with sporting clubs and community groups to improve access to community and sporting facilities.</i>	We are meeting with Leisure Networks on bi-monthly basis to develop capacity in sports clubs. Clubs helped identify a need for disability inclusion training in early 2020. We'll deliver this with Leisure Networks when social distancing restrictions lift.	
	<i>Complete planning to upgrade children's centres, and construct and open new centres.*</i>	We completed and opened the following new facilities: <ul style="list-style-type: none"> • Rosewall Community Centre • Korayn Birralee Family Centre • Bella Wiyn Birralee Family Centre. 	✓
	<i>Acquire land for new community infrastructure.*</i>	We purchased land in Bell Post Hill for a new early learning centre and finalised the contract with VicRoads to purchase land for a new future community facility in Fyansford. We started working with VicRoads to acquire land for the development of the Armstrong Creek Sports Precinct.	✓
	<i>Implement a new approach for the Community Investment and Support Fund.</i>	We awarded \$4,008,444 Community Investment and Support Fund grants to 248 groups to undertake community-based initiatives and projects. We also implemented a new process for the grants, which included: <ul style="list-style-type: none"> • more budget allocated to community infrastructure • final assessment by a community panel • a new grant for community events • guideline changes designed to better reflect the priorities of council plan. The proposed 2020–21 round of competitive community grants was suspended in April 2020 to assess the best way to support the region's recovery from COVID-19.	✓
	<i>Develop a feasibility study for a livestock and information exchange facility.</i>	An organisation was appointed to undertake the study and engagement with key stakeholders was extended by six weeks to make sure the community had every opportunity to share their views. Stage 2 of the feasibility study, the assessment of issues uncovered from the consultation process, is now complete.	
	<i>Finalise and implement the Osborne Park Precinct Master Plan and business case.</i>	Following a series of meetings with Osborne Park Association representatives and a community stakeholder forum on 12 November 2019, we rescoped the project and prepared a program of renewal works. Following further engagement with key stakeholders, a report was then sent to Council in February 2020. Council resolved to prepare a Sustainable Development Plan for Osborne House and consultants were engaged in April. A consultation forum was then held with the community project reference group in May 2020. We engaged weekly with the Osborne Park Association executive and a project control group was convened with representatives from government and heritage organisations. Five options will be considered by the project control group in July and a report will be presented to Council in August 2020.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Maintain our public open space.	<i>Improve playgrounds using the Geelong Play Strategy.</i>	<p>We re-opened Kingston Park in Ocean Grove after completing a \$370,000 upgrade.</p> <p>We engaged with the community in November and December about upgrading nine neighbourhood playgrounds. Site works were then commenced as a part of the annual renewal program.</p> <p>In addition, we also installed story cubes outside the Corio Library, as well as sign rocks marking the location of the Waurn Ponds Creek Environmental Walk on Pioneer Road and Ghazeeopore Road.</p> <p>We have identified sites across the municipality for the 2020–21 playground renewal program and will install extra infrastructure, including paths, fences and trees, where required.</p>	■

*Major Initiative

A MORE INCLUSIVE AND DIVERSE COMMUNITY

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

LINKS TO THE CLEVER CREATIVE VISION:



AN INCLUSIVE, DIVERSE,
HEALTHY AND SOCIALLY
CONNECTED COMMUNITY



PEOPLE FEEL SAFE
WHEREVER THEY ARE

Achievements

- We developed our first *Reconciliation Action Plan*.
- We upgraded sport and recreation facilities to provide modern, unisex amenities supporting female participation at multiple sites across the municipality.
- We installed a Changing Places facility at Westfield Geelong, as part of the Central Geelong Accessibility Improvements Project.
- We hosted an International Women's Day event featuring key note speaker, Nova Peris, and over 200 people attended.
- We worked closely with the community to develop a draft concept design for the new Rippleside Inclusive Playspace.
- We identified a community shed and garden site for the Armstrong Creek West precinct.
- We celebrated the graduation of 13 participants from our 22-week Community Leadership Program, designed to build the confidence of community members to lead community projects.
- We improved all abilities access to facilities across the municipality, including:
 - Anakie Community Centre
 - Springdale Community Centre
 - Ocean Grove Senior Citizens Centre
 - Highton Senior Citizens Centre.
- We engaged with 15,114 young people through 1,160 programs, including groups, drop-in programs, holiday programs and events.
- We facilitated Mental Health First Aid Courses for 1,800 young people, parents and community members.
- We developed a suite of digital engagement and development programs for young people to help them remain connected the COVID-19 lockdown.
- We assisted tenants and community facility users to safely resume allowed activities by giving them support to develop COVID-safe work plans.

Focus areas

- Driving and implementing strategies to drive long-term solutions aimed at improving community equity.
- Providing a diverse range of opportunities for people to participate in their community.




Progress report

■ On track
 ◆ Needs improvement
 ◼ Off track
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
Increase in the percentage of adults who definitely feel multiculturalism makes life better.	Every four years	57.4% (2014)	60%	-	The 2018 Victorian Population Health Survey at Local Government Area results are due to be released in the second half of 2020.	△
Increase in the percentage of adults attending a local community event.	Every four years	71.2% (2014)	75%	-	The 2018 Victorian Population Health Survey at Local Government Area results are due to be released in the second half of 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% (2014)	80%	-	The 2018 Victorian Population Health Survey at Local Government Area results are due to be released in the second half of 2020.	△
More community facilities with gender-neutral and accessible toilets, or change areas.	Annual	-	Increase	7 facility increase (June 2020)	The seven new and upgraded facilities were in addition to the eight facilities completed last financial year.	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Advocating for, and helping to achieve, the priorities set by local Aboriginal people.	<i>Develop and launch the Reconciliation Action Plan.</i>	We developed our first Reconciliation Action Plan after working closely with the local Aboriginal and Torres Strait Islander community, the Reconciliation Action Plan Working Group and the community. Reconciliation Australia provided conditional consent after the plan was adopted by Council in April 2020, but still needs to endorse the plan. A community celebration will be held once COVID-19 restrictions ease.	✓
Advocate for inclusive, multicultural activities and respect for cultural diversity.	<i>Implement the first year of the Multicultural Action Plan.</i>	We delivered a men's s swimming program and started to review our Diversity Policy.	✓

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Support activities that improve social connections in our community.		<p>We engaged with 15,114 young people through 1,160 programs, including groups, drop-in programs, holiday programs and events. We also:</p> <ul style="list-style-type: none"> • provided grants to support community events as part of the International Day of People with Disability in December 2019 • partnered with the Gordon Skills and Jobs Centre to support the WorkWise Women program, which helped 20 women build their social connections and capacity for work and training • attended the Wyndham Community Education Centre to share strategies for minimising isolation with newly-arrived job seekers • partnered with Barwon Child, Youth & Family to refine how the Autism Spectrum peer support group is delivered • celebrated the graduation of 13 participants from our 22-week Community Leadership Program, designed to build the confidence of community members to lead community projects • facilitated the Postcard Project, aimed at increasing connections between older people living in aged care homes and the young people who the designed postcards • provided welfare phone calls during COVID-19 and after the Waurm Ponds storm event in May 2020 • linked community members impacted by COVID-19 to local food security organisations • utilised the CAOS Network to help coordinate the community agency response to COVID-19 • assisted tenants and community facility users to safely resume allowed activities by giving them support to develop COVID-safe work plans. 	■
Promote gender equity and diversity in our sporting and leisure facilities, and programs.	<i>Continue to invest in programs and facilities to support gender equity in sport.*</i>	<p>We hosted a forum in December 2019 to recognise local sporting clubs with successful gender equity practices, with funding support from the Municipal Association Victoria. We also worked with sporting clubs to emphasise the importance of gender equity approaches.</p>	✓
Facilitate employment programs for the communities that need it most, including young people.	<i>Deliver employment programs for people with Jobs Victoria Employment Network and Skilling the Bay.</i>	<p>In partnership with Go Traffic, we continued to support the GROW (G21 Region Opportunities for Work) initiative. Over 60 people attended information sessions, 21 completed certification training and a further 121 registering for the jobs program.</p> <p>Forty new participants registered in the Skilling the Bay programs, which included:</p> <ul style="list-style-type: none"> • Good Cycles program • Certificate II Production Horticulture • Certificate III Cleaning Operations • Jamie's Ministry of Food Program • Go Traffic training program • Work ready life skills program. 	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Improve access to facilities and programs for people of all abilities.	<p><i>Implement the Community Access and Inclusion Plan including the Changing Places Strategy.</i></p> <hr/> <p><i>Start design of inclusive playground at Rippleside Park.</i></p>	<p>We installed the Changing Places amenities in Westfield Geelong as part of the Central Geelong Accessibility Improvements Project. We now have seven Changing Places facilities across the municipality.</p> <p>We completed audits on our changing places facilities and the Rosewall, Cloverdale and Armstrong Creek Hubs.</p> <p>We are delivering Mobi Chair Beach Wheelchair Training with Leisure Network disability support workers to help community members with a disability access beaches. Training will resume once COVID-19 restrictions are eased.</p> <p>We started a new online social group for parents and carers of children with Autism Spectrum Disorder in May 2020.</p> <p>We worked hard with internal teams to make sure the new Civic Precinct will comply with disability standards and guidelines.</p> <hr/> <p>We partnered with Variety – the children’s charity – to create a play area at Rippleside Park for children of all ages and abilities. We asked the community for design ideas in October and November, then developed draft concept plans. The plans were released for further feedback in early 2020, and over 500 responses were received.</p> <p>A draft concept design will be released for further community engagement in July 2020, following endorsement from Council.</p>	<p></p> <hr/> <p>✓</p>
Recognise our returned service men and women.		<p>In 2019–20, we:</p> <ul style="list-style-type: none"> relocated the Spirit of ANZAC statue and Victoria Cross recipient pavers within Johnston Park supported the special Remembrance Day performance of 'The Mission' by Tom Molyneux at Courthouse Youth Arts cleaned all war memorials and monuments and identified conservations works need before ANZAC Day installed honour walls at the Ocean Grove Memorial added three new ANZAC Spirit digital stories to the Connecting Memory Storytelling app digitised the Charles Wilson Collection selected a series of war-related objects for the Our Heritage, Our Collection online exhibition supported Vietnam Veterans in collections management started a process to digitise First World War naval objects from the Maritime Museum, adding objects related to veterans developed a special pop-up travelling display of Charles 'Tug' Wilson naval artefacts (on hold due to COVID-19 restrictions) commenced design work on the renewal of the Malay Borneo memorial at St Helens Park started planning a public artwork for returned Aboriginal service people started planning and design for a new Memorial in Anakie. 	<p></p>
Further develop programs that support older people and young people in our community.	<p><i>Develop and launch the Positive Ageing Plan.</i></p>	<p>We recruited an officer to help develop the positive ageing plan. Due COVID-19 restrictions, we were forced to cancel the community and stakeholder consultation sessions scheduled for March 2020. The plan development was placed on hold until 2021.</p>	<p></p>

*Major Initiative

PLANNED SUSTAINABLE DEVELOPMENT

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

LINKS TO THE CLEVER CREATIVE VISION:



SUSTAINABLE DEVELOPMENT
THAT SUPPORTS POPULATION
GROWTH AND PROTECTS THE
NATURAL ENVIRONMENT

Achievements

- We developed a draft 20-year master plan for the Sparrovale Wetlands.
- We managed over 1,300 hectares of nature reserves, conserving and enhancing the natural environment on the coast, along our rivers, and in wetland, bushland and grassland areas.
- We started developing precinct structure plans for the Northern and Western Geelong Growth Areas of Elcho Road East (Northern) and Creamery Road (Western).
- We released the draft *Pakington Street and Gordon Avenue Urban Design Framework* for community consultation.
- We incorporated Environmentally Sustainable Development guidelines into the Greater Geelong Planning Scheme, to make sure that new buildings in Geelong will meet high sustainability standards.





Focus areas



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









Progress report

■ On track
 ◆ Needs improvement
 ⬮ Off track
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
More protected natural habitat that we manage.	Annual	898.712 hectares (December 2018)	Increase	1,275.703 (June 2020) 1,275.471 hectares (June 2019)	We have increased the natural habitat that we manage by 376.991 hectares since December 2018.	■
15 years of residential land supply planned.	Annual	14+ years (January 2017)	Maintain	26 years (October 2019) 26 years (June 2019)	There are a range of development fronts and housing choices for new and existing residents to meet their diverse housing needs	■

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
Increase in the percentage of new housing construction conducted within existing urban areas.	Annual	37.8% (December 2016)	40%	25.8% (2019) 23.0% (2018) 27.0% (2017)	High levels of dwelling growth have been sustained in recent years. While the number of dwellings constructed in existing areas has remained constant, this development is declining in proportion to overall development due to the rapid expansion of major greenfield growth fronts.	
All new large, City-owned buildings rated 5-star 'Green Star'.	Annual	-	100%	100% (2019–20) 100% (2018–19)	The Bella Wiyn Birralelee Family Centre, Korayn Birralelee Family Centre and Highton Early Learning Centre all met these standards in 2019–20.	
All new small, City-owned buildings with built environment sustainability scorecard or equivalent.	Annual	-	100%	100% (2019–20) 100% (2018–19)	The Armstrong Creek Sports Pavilion, Highton Enhanced Children's Centre and St Mary's social room extension reached this standard.	
Mandatory sustainable design assessment of all new developments.	n/a	n/a	Planning controls in place	-	The Environmentally Sustainable Development guidelines were incorporated into the Greater Geelong Planning Scheme via a planning scheme amendment, gazetted on 17 October 2019.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Ensure housing supply, diversity and affordability can meet the needs of our growing community.	<i>Implement the Settlement Strategy to guide growth and development in townships and urban areas.</i>	Council referred Amendment C395, which seeks to implement the Settlement Strategy into the Geelong Planning Scheme, to an independent planning panel. The panel hearing concluded in mid-March 2020 and the report was completed. The amendment will be considered by Council in August 2020.	
Facilitate opportunities for infill residential development.	<i>Adopt the Saleyard Precinct Master Plan.</i>	We engaged with the community and key stakeholders to inform the development of the draft <i>Saleyard Precinct Master Plan</i> in August 2019. The draft was considered by Council in May 2020 and subsequently released for community feedback. Consultation will conclude in August 2020.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Continue to develop urban growth areas across the region.	<i>Commence a Precinct Structure Plan in each of the Northern and Western Geelong Growth Areas.*</i>	We signed a third-party funding agreement with the landowners in the Elcho Road precinct, completed biodiversity field assessments and started technical reports that will inform the Elcho Road Precinct Structure Plan and Creamery Road Precinct Structure Plan.	
	<i>Unlock barriers to investment in key development areas, urban renewal areas and station precincts.</i>	We started preparing the draft <i>South Geelong Station Urban Design Framework</i> and planned a community engagement for late July, dependent on Council approval. Council endorsed the draft <i>Pakington Street (Geelong West) and Gordon Avenue Urban Design Framework</i> for community consultation in February 2020. This was extended until 10 July 2020 after face-to-face consultations were cancelled due to COVID-19 restrictions.	
	<i>Continue to implement the Armstrong Creek Urban Growth Area to ensure infrastructure and services meet the needs of the new communities.</i>	We continued to implement the Armstrong Creek Urban Growth Plan, with development progressing in four precincts.	
	<i>Work with Victorian Government to deliver the Geelong Growth Area Transport Infrastructure Strategy.</i>	We awarded the contract for the Geelong Growth Areas Transport Infrastructure Strategy, attracted funding from the Department of Transport and continued working on the strategy. Working in partnership with the Department of Transport and the Victorian Planning Authority, we started the technical modelling.	
Manage the impact of development on the unique character of our townships.	<i>Progress the Municipal Heritage Strategy in partnership with the Heritage Advisory Committee.</i>	We continue to work on a thematic history for Geelong.	
	<i>Work with Victorian Government to conserve the Bellarine as a distinctive landscape area.</i>	The Bellarine Peninsula was declared a Distinctive Area and Landscape under the <i>Planning and Environment Act 1987</i> on 22 October 2019. We continued to work with the Department of Environment, Land, Water and Planning on the technical work and analysed the findings of the Stage 2 consultation, which concluded in June 2020.	
Improve the environmental performance of new developments, using planning controls.		We incorporated the new Environmentally Sustainable Development guidelines into the Greater Geelong Planning Scheme, via a planning scheme amendment gazetted on 17 October 2019. The guidelines have since been implemented in many developments across our region.	
Preserve nature reserves, rural and coastal environments.	<i>Develop the Sparrovale Wetlands Master Plan and begin construction.*</i>	The draft <i>Sparrovale Master Plan</i> was considered by Council in May 2020 and subsequently opened for community feedback. We engaged with Wadawurrung representatives about naming the area and features to be contained within the reserve. We completed construction of primary drainage infrastructure.	

*Major Initiative

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 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	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]	65.00	64.00	84.00	83.00	Response times are similar to last year and reflect the high number of planning applications we received, as well as their complexity. New digital process improvements led to a drop in the median days taken to reach a decision in the last four months of the financial year.
Service standard <i>Planning applications decided within required time frames</i> [Number of planning application decisions made within 60 days for regular permits and 10 days for VicSmart permits / Number of planning application decisions made] x100	73.57%	72.20%	68.50%	69.39%	Digital process improvements implemented in the last four months of the financial year resulted in 80 per cent of planning applications being decided under 60 days. Of the 237 VicSmart permit decisions decided in 2019–20, 92 per cent were determined within 10 days.
Service cost <i>Cost of statutory planning service</i> [Direct cost of the statutory planning service / Number of planning applications received]	\$1,973.37	\$1,887.19	\$2,415.62	\$2,453.48	Costs are similar to last year and below the Victorian council average for cost of service in the previous financial year.
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	61.54%	68.00%	64.00%	54.17%	In 2019-20, 13 of the 24 matters referred to VCAT were set aside. As only 2 per cent of total planning decisions were referred to VCAT, this is a very small proportion of planning decisions overall. Notably, there is no obvious pattern to the types of planning decisions being set aside. One appeal was postponed until 2020-21 due to COVID-19 restrictions.

EFFECTIVE ENVIRONMENTAL MANAGEMENT

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

LINKS TO THE CLEVER CREATIVE VISION:



DEVELOPMENT AND IMPLEMENTATION OF SUSTAINABLE SOLUTIONS



SUSTAINABLE DEVELOPMENT THAT SUPPORTS POPULATION GROWTH AND PROTECTS THE NATURAL ENVIRONMENT

Achievements

- Council adopted *The City of Greater Geelong Waste and Resource Recovery Strategy 2020–2030*.
- We developed and released a draft *Environment Strategy 2020–30* and *Environment Strategy Action Plan 2020–22* for community consultation.
- We introduced the Restoring Rural Landscapes Program for pest plant and animal management on City-managed reserves and roadsides.
- We started to develop a new *Climate Change Response Plan*.
- We committed to upgrading approximately 24,000 street lighting fittings with LED alternatives over the next three years.
- Our Highton Early Learning Centre achieved a 6-Star Green Star certification.
- We completed biodiversity mapping for all the nature reserves and rural roadsides we manage.
- We continued to provide a hard waste collection service, with 15,533 residential collections provided.
- We led a community effort to plant 3,500 trees along the Ted Wilson Trail for National Tree Day.
- We established a partnership with Barwon Water and other G21 councils to investigate organic waste solutions, under the Renewable Organics Network initiative.





Focus areas

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










Progress report





■ On track
 ◆ Needs improvement
 ■ Off track
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
Increase in percentage of garbage, recyclables and green organics collected from kerbside bins diverted from landfill.	Annual	56.32% (2016–17)	60%	55.73% (2019–20) 54% (2018–19)	Green waste and recycling ratios have been relatively consistent over the past few years. The growing population is increasing green organic and waste tonnage, but recycling tonnage has remained the same because of changes in product stream, newspapers and glass content.	◆

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
Reduction in emissions from street lights, buildings and vehicle fleet use.	Annual	23,135 tCO2-e (2014–15)	50% reduction	21,886 tCO2-e (2019–20) 22,633 tCO2-e (2018–19)	Despite an increase in building stock, there has been a 5.4 per cent decrease in emissions, compared to the baseline. Annual emissions have decreased due to improved energy efficiency and a greater capacity to generate energy from roof-top renewables.	
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 (2017–18)	Increase	8,745 tonnes of asphalt and 6,547.5 tonnes of concrete recycled (2019–20) 8,000 tonnes of asphalt and 3,000 tonnes of concrete recycled (2018–19)	Future volume increases are dependent on the type of construction and maintenance work carried out each year.	
Increased suburban tree canopy.	Every five years	14% (June 2017)	16%	14% (November 2019)	Although we've increased our street and park planting programs, we are not anticipating an increase in urban tree canopy for the next 10 years. This is partially because of the time taken for current plants to mature, but also because of rapid urban growth. Urban tree canopy includes public and private land. Bigger houses on smaller blocks limit space to retain and plant canopy trees on private land. We're working with the community and developers to address this.	
Increased number of street trees planted per annum.	Annual	-	>1,850 per annum	2,890 (2019–20) 1,489 (2018–19)	In addition to our street tree planting program, 365 trees were planted in parks.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Reduce our carbon footprint through the use of solar initiatives and other renewable energy options.		<p>We have joined 47 other Victorian councils switching to 100 per cent renewable energy for buildings, offices, leisure centres and streetlights.</p> <p>We installed four solar photovoltaic systems (Potato Shed, Barwon Valley Activity Centre, Belmont and Drysdale depots) as part of our Zero Carbon Buildings Program, increasing our generating capacity to over 1 megawatt (1,000 kilowatts).</p> <p>We also committed to upgrading approximately 24,000 street lighting fittings with LED alternatives over the next three years. The upgrade will be phased over three years and is expected to reduce energy use by 65 per cent, paying back on the cost within 6 years.</p>	✓
Educate and assist our community to act on climate change, by reducing waste, emissions and water usage.	<i>Complete feasibility study of the Food Organics Processing and Transfer Station.</i>	<p>In 2019–20, we:</p> <ul style="list-style-type: none"> • visited several organics collection and processing facilities in Gippsland and Melbourne • engaged a consultant to help us investigate a Towards Zero Waste Program and the options available to support it • worked with Barwon Water to explore food organics processing options for the region • carried out modelling of various options, including a kerbside food collection service. <p>A report outlining the options will be finalised in 2020–21.</p>	■
	<i>Develop and adopt the Waste and Resource Recovery Strategy.*</i>	<p>We conducted further community and stakeholder engagement in September 2019. We used this to help inform the draft strategy, which was then endorsed by Council in December for further community engagement.</p> <p>We incorporated the feedback received into the draft, along with new state and federal governments policies, and the final strategy was adopted by Council on 28 April 2020.</p>	✓
	<i>Continue the hard waste collection service trial.*</i>	<p>On 12 May 2020, we presented a report to Council on the results of the trial. Council endorsed extending the trial for another 12 months and expanding it.</p> <p>Hard waste pick-ups have increased by 50 per cent since early May, and are now averaging over 500 pick-ups per week.</p>	✓
	<i>Implement short-and long-term strategies to respond to changes in recycling markets.</i>	<p>We resumed kerbside recycling collections on 16 December 2019 and continued our expanded recycling services at the Geelong and Drysdale Resource Recovery Centres.</p> <p>We developed a recycling marketing campaign aimed at decreasing contamination in household kerbside bins.</p> <p>We also worked with state government agencies, the recycling industry and other councils to develop longer-term responses.</p>	■
	<i>Work with other local governments to implement regional initiatives (sustainable street furniture and road materials, zero landfill waste, waste-to-energy).</i>	<p>We attended regional forums of G21 and the Barwon South West Waste and Resource Recovery Group to develop the <i>Regional Recycling Action Plan</i>.</p> <p>In partnership with neighbouring and regionally-linked municipalities, we are undertaking a variety of projects in the waste management sector to better manage changes in this area.</p> <p>In addition, in partnership with Geelong Manufacturing Council and state government, we are utilising innovative approaches to encourage the use of recycled material.</p>	■

Four-year council plan priorities			
Four-year council plan priorities	2019–20 actions	Progress comment	Status
	<i>Work with partners for an integrated water strategy for the Northern and Western Geelong Growth Areas.</i>	We continued to work in partnership with Barwon Water and the Department of Environment, Land, Water and Planning on an integrated water management strategy for the Northern and Western Growth Areas. This project forms part of the Barwon Integrated Water Management initiative, a collaborative approach to water planning and management in the Barwon region.	
	<i>Support Barwon Water to deliver a regional Integrated Water Management strategy.</i>	Council endorsed <i>The City of Greater Geelong Stormwater Services Strategy 2020–30</i> on 30 June 2020. Several objectives outlined in this strategy will help progress regional integrated water management projects, in partnership with Barwon Water. We also supported Barwon Water's 'Water for our Future' program in 2019–20.	
Use sustainable materials to construct and renew roads, footpaths and street furniture.		We trialled a new form of asphalt made with recycled plastics on a 1,100 metres of road across three locations – Highton, Geelong and Corio – saving the equivalent of 3,500 kg of plastics going to landfill. We also constructed a carbon-fibre, reinforced-polymer, modified pedestrian bridge over Cowies Creek.	
Progressively change standard street lights to LED lights, to help reduce carbon emissions.		We approved the transition of street lights to LED. The lighting design is currently underway, and we plan to commence the changeover in residential areas in the second half of 2020. We held workshops with smart lighting providers and drafted a revised Street Lighting Policy and procedure, which supports LED and smart controls.	
Commence Drysdale landfill rehabilitation.		We trialled an evapotranspiration (phyto) cap in the Drysdale landfill and monitored the results. Although results have been positive so far, the trial will continue for another 12 months to help us determine whether we should seek approval to rehabilitate the entire site using this method. A draft post-closure landscape plan has been prepared.	
Construct a green organics facility.		Our garden organics processing facility in Anakie received and processed 38,500 tonnes of kerbside garden organics material in 2019–20. The compost produced was turned into valuable organic material that was shared with neighbouring farms.	
Plant more trees to green and cool our urban areas.	<i>Implement the Urban Forest Strategy.</i>	Of the 3,255 new trees we planted across the municipality in 2019–20, 2,890 were street trees and 365 were park trees.	
Reduce single-use plastic across the region.	<i>Trial the Plastic Wise Program at events in our region.</i>	We developed a Plastic Wise program, that will now need to be revisited as COVID-19 has implications for reusables.	
Manage pest plants and animals more effectively.		We developed a draft <i>Rabbit Action Plan 2020–24</i> that will be available for community comment in July and August 2020. We also implemented an integrated rabbit control program. We completed extensive woody weed removal on roadsides across the municipality and started a program to address roadside exotic bulbs. We also mapped Chilean Needle-grass on roadsides to inform our future control program.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver biodiversity conservation programs.	<i>Develop and implement the Biodiversity Strategy.</i>	We mapped biodiversity assets across the municipality, with help from key government agencies, environment groups and a consultant. This delayed the strategy, as did the need to complete the draft <i>Rabbit Action Plan 2020–24</i> and draft <i>Sparrovale Wetlands Master Plan</i> , as these will feed into the biodiversity strategy.	
	<i>Develop the Northern and Western Growth Areas Biodiversity Conversation Strategy.</i>	We have completed field surveys and started reviewing the findings, which will be used to inform strategy. Further surveys will be conducted in spring and summer 2020–21 to complete the data collection process.	
	<i>Foster best agricultural and environmental management practices in rural and peri-urban communities and on Council land.</i>	We partnered with the Bellarine Landcare Group to support landowners in the Swan Bay Catchment Area with new landholder incentive grants. The aim of the program is to protect and increase areas of environmental significance on private property and improve the water quality in Swan Bay.	
	<i>Implement initiatives from the Rural Peri-Urban Advisory Committee, including restoration of rural landscapes.</i>	Our Restoring Rural Landscapes Program maintained focus on rabbit and weed control on City-managed reserves and roadsides, but also introduced a private land support program for rabbit and weed control. As part of this program, we identified four areas across the municipality for implementation. Rabbit control started in the first zone and was expanded in autumn. We worked with the Rural and Peri-Urban Advisory Committee, Landcare and other community groups to develop the draft <i>Rabbit Action Plan 2020–24</i> , which will be available for community comment from July 2020.	

*Major Initiative

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 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	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	194.37	236.69	256.80	256.85	Requests for additional bins increased following directives from the state government to work from home where possible, as part of COVID-19 restrictions.

SERVICE/INDICATOR/MEASURE	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS AND COMMENTS
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	9.21	9.29	9.71	12.14	The rate of bins being missed increased this financial year because: <ul style="list-style-type: none"> • new drivers are missing bins during their learning period • there's been a slight increase in the number of bins not being on the kerb by collection time • cars blocking bins in denser suburbs have led to second collections • new collection routes in housing estates can increase the chance of human error.
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]	\$101.24	\$100.71	\$104.98	\$115.38	Costs are in line with increasing properties and rises in contract and disposal 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]	\$25.70	\$28.75	\$37.58	\$57.40	Increasing costs in 2019–20 were due to: <ul style="list-style-type: none"> • the collapse of our former recycling contractor • new contractor costs • a fall in global prices for all recyclable materials • higher processing costs for recycled products.
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	56.32%	54.75%	54.00%	55.73%	Green waste and recycling ratios have been relatively consistent over the past few years. The growing population is increasing green organic and waste tonnage, but recycling tonnage has remained the same because of changes in product stream, newspapers and glass content.

VIBRANT ARTS AND CULTURE

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

LINKS TO THE CLEVER CREATIVE VISION:



CREATIVITY DRIVES CULTURE



A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS

Achievements

- Council endorsed the *Our Heritage, Our Collection* strategic report, which is designed to help us better manage our heritage collection.
- Council allocated \$510,000 to a COVID-19 recovery response for the arts, culture and heritage sectors, including employment opportunities, recovery grants and funding to support skills training.
- We established the Geelong COVID-19 Arts Recovery Panel, an arts sector representative group established to explore the impact of the global pandemic on the local arts community.
- We hosted seven major exhibitions at the National Wool Museum.
- We collaborated with the Torch Foundation to showcase the work of Aboriginal and Torres Strait Islander artists, as part of National Reconciliation Week.
- We launched six interactive videos as part of the online StoryCraft Program.
- We supported The ExChange, an international folk music conference for the Australia and New Zealand music industry, which was held here in March 2020.
- We distributed \$220,210 to community festivals and arts projects through the 2019–20 Creative Communities Grants Program.

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

■ On track
 ◆ Needs improvement
 ■ Off track
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
Increased number of objects actively cared for within our arts and heritage collections.	Annual	11,971 [^] (30 June 2018)	Increase	12,475 (30 June 2020) 12,273 [^] (30 June 2019)	We added 200 new objects to the National Wool Museum Collection in May 2020 and we also acquired two objects as part of the Maritime Collection.	■



[^] We completed an audit as part of *Our Heritage, Our Collection*. This revealed that 5,354 objects of the Maritime Museum Collection belonged to the Maritime Association and had been incorrectly reported in the data (baseline and 30 June 2019). This has now been corrected.

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
Increased access to cultural collections through online engagement.	Annual	49,093 (30 June 2018)	Increase	157,767 (30 June 2020) 68,815 (30 June 2019)	The 68,815 reported at 30 June 2019 did not accurately capture some of our online engagements, which are now included in the current data.	
Increase in the percentage of active library borrowers in the municipality	Annual	19.28% (2016–17)	20%	17.57% (2019–20) 18.20% (2018–19)	The definition of this indicator changed in 2019–20 and now averages the past three years data. The result is therefore not comparable to past years. COVID-19 restrictions had a significant impact on collection use as Geelong Regional Library Corporation branches were closed from 19 March to 8 June, then opened to restricted hours and patron limits. Note this indicator only measures collection item loans and doesn't capture other library activity, such as events, programs, Wi-Fi use and in-library attendance.	
Increased employment in creative occupations.	Every five years	4.75% of total employment	Increase	-	Data for this will not be available until the next Census results are released in 2021–22.	
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 (2017–18)	Maintain	NWM 806,404 Potato Shed 67,051 Geelong Gallery 46,836 CYA 5,995 GL&HC 320,813 (2019–20)	COVID-19 restrictions had a significant impact on visitor numbers at all cultural facilities.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
<p>Incorporate arts and cultural initiatives into infrastructure development, to enhance our sense of place.</p>		<p>We started exploring the potential to include heritage objects and display areas into our new Civic Precinct. We also started working with Revitalising Central Geelong on a Digital Placemaking project for the next stage of the Green Spine.</p> <p>We refreshed the Potato Shed Redevelopment Business Case and carried out further community engagement and project management for the Sunken Gallery at The Dell.</p> <p>We helped progress the TAC Road trauma memorial artwork, 'Solace', at Limeburners Point and completed a new mural as a part of street beautification works in St Leonards.</p> <p>We also continued to look for new opportunities to enhance current and new developments with artwork.</p>	
<p>Recognise and share our heritage through storytelling.</p>		<p>We launched the Bronze Stories Public Art Trail. This project, which tells local stories on bronze plaques outside historic sites in Central Geelong, was completed by a local artist.</p> <p>We completed an intangible heritage report, as part of the Mountain to Mouth review. The review, completed by a social historian, recommended a refreshed approach to collecting and curating intangible heritage. As part of the process, heritage film that will be useful for other projects was also curated.</p> <p>We started a review of the Connecting Memory app to explore future story-gathering directions, maximise community access to the collection and to resolve functionality issues. We also added three new stories about ANZAC Spirit to the app and continued development of an interpretative trail commemorating our ANZAC heritage in Armstrong Creek.</p> <p>We launched two online exhibitions - <i>Our Heritage, Our Collection</i> and <i>We The Makers 2020</i>. We also launched four online, interactive craft activities – one in collaboration with the Geelong Regional Library Corporation.</p> <p>Finally, we started upgrading the core wool story galleries with extended images from the 'Invisible Farmer Project' at the National Wool Museum.</p>	
<p>Work with the Geelong Regional Library Corporation to deliver efficient and effective services and programs.</p>		<p>We completed the final evaluation report for the redevelopment of the Geelong Library and Heritage Centre, funded by Regional Development Victoria. The report identified project outcomes and achievements in the first five years.</p> <p>We continued to support the Word for Word National Non-Fiction Festival and helped deliver the StoryCraft program through a partnership with the National Wool Museum.</p> <p>We continued to provide funding and services to the library network and were represented on the committee of management.</p>	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Recognise and celebrate Geelong's Aboriginal culture and history.	<i>Continue to work across all Council events to link and emphasise Aboriginal culture and history.</i>	<p>We've secured approvals and permits to remove and conserve the Queens Park Scar Tree.</p> <p>In partnership with Aboriginal artists, the National Wool Museum hosted exclusive masterclasses, as part of The Design Series, exploring creativity with fibre, weaving, textile fibre. The museum also partnered with the Geelong Regional Library to present StoryCraft, based on the book <i>My Country</i>, by Ezekiel Kwaymullina.</p> <p>For National Reconciliation Week in May/June 2020, we worked in partnership with The Torch Project to deliver an online exhibition of Aboriginal artwork by men currently detained in prison. A digital showreel of the artworks was also created for NAIDOC Week (rescheduled to November 2020). We worked with Wadawurrung Elders, artists and advisors on several projects, including:</p> <ul style="list-style-type: none"> • the Strong Brother Strong Sister partnership, an Aboriginal Youth song-writing mentorship project • the Green Spine Triangle • the launch of Bronze Stories at Johnstone Park • Wadawurrung translations of Geelong's endangered bird species • the Armstrong Creek Town centre • upcoming online craft and making programs for the National Wool Museum • the Mountain to Mouth Review • the Geelong COVID-19 Arts Recovery Panel. 	✓
Work with galleries and museums to improve our public art and heritage offering.	<i>Continue remedial works of Osborne House.*</i>	<p>We completed minor maintenance works in 2019 and Council approved a list of further maintenance and improvement works that will cost \$900,000–\$1.1 million.</p> <p>We developed a tender focused on repairs to key heritage aspects of the building and investigated other minor works, separate to the approved tender.</p>	◆
Attract new and support existing creative industries.	<i>Continue the support and delivery of Geelong's iconic arts and cultural events and programs.</i>	<p>We delivered and supported arts and cultural events at the National Wool Museum, including <i>Happy Birthday Play School – Celebrating 50 years</i> and <i>Art Quilt Australia</i>. We also commissioned a major art work featuring 80 vegan taxidermy (papier-mâché) models of local endangered bird species, as well as a display that engaged over 1,000 students.</p> <p>We supported the Geelong Arts Centre's <i>Reflex: The future of our creative community forum</i> in November 2019, which was for local artists and creative businesses.</p> <p>Unfortunately, many scheduled events were impacted by COVID-19 restrictions and had to be either changed, suspended or cancelled.</p>	⚙️

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	<p><i>Support the development and promotion of local artists, arts organisations and live music.</i></p>	<p>We announced the successful Creative Communities Grant applicants in November 2019, with \$211,510 distributed across 14 community festivals and 25 community arts projects.</p> <p>We promoted local artists and organisations through the StoryCraft online program and delivered 250 craft and making packs to local schools with locally-sourced supplies and books. We also commissioned local artist and fabricator Simon Lucio - SPEL Designers as part of <i>We The Makers</i> installation and fabrication.</p> <p>We supported the first of three capacity building workshops for musicians, Meet the Locals, and partnered with Music Victoria to deliver the Geelong Music Venues Day.</p> <p>We continued to develop a locally-focused website for musicians, venues and audiences and created a Spotify playlist titled 'Sounds of Geelong'.</p> <p>We participated in several music industry discussions, including the Victorian Government's Live Music Roundtable, and supported the The Folk Alliance International conference in Geelong.</p> <p>While COVID-19 restrictions led us to postpone some capacity-building workshops, these were rescheduled with a post-COVID focus for July 2020. The Live Music Plan Advisory Group also met to discuss COVID-19 challenges.</p> <p>To help us further investigate and address the impact of COVID-19 on arts and cultural industries, we appointed twenty-one leading cultural and creative practitioners to the Geelong COVID-19 Arts Recovery Panel in May 2020.</p>	<p>✓</p>
	<p><i>Assist cultural venues to cross-promote programs and events.</i></p>	<p>As well as supporting the 2020 Potato Shed Season launch, we are also refreshing the business case for this multi-arts venue.</p> <p>At the National Wool Museum, we exhibited <i>Without Consent</i> and <i>National Geographic Wildlife Photographer of the Year 55 Exhibition</i>. The museum also worked with Geelong Library to present StoryCraft, based on book <i>My Country</i> by Ezekiel Kwaymullina.</p> <p>We renewed four-year funding agreement to support delivery of <i>Platform Youth Arts Strategic Plan 2019–21</i> and renewed the Back to Back Theatre lease at the Old Courthouse Building</p> <p>We supported the Geelong Arts Centre's <i>Reflex: The future of our creative community forum</i> in November 2019, which was for local artists and creative businesses.</p> <p>We continued to support the Geelong Regional Library Corporation through a broad range of funding, operational, committee and maintenance program mechanisms.</p> <p>Finally, we continued to produce the Geelong Region ArtsAtlas and Arts Bulletin.</p>	<p>✓</p>

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver UNESCO City of Design creative outcomes, including: <ul style="list-style-type: none"> National Wool Museum Master Plan Geelong Gallery redevelopment Mountain to Mouth Geelong After Dark cultural trails. 	<p><i>Adopt and implement recommendations of the Strategic Plan for Use and Management of Geelong's Heritage Assets.</i></p> <hr/> <p><i>Adopt and implement the first year of the Cultural Strategy.</i></p> <hr/> <p><i>Undertake the Geelong Gallery redevelopment business case in partnership with the Geelong Gallery.</i></p>	<p>We completed a heritage asset audit and the <i>Our Heritage, Our Collection</i> strategic report, which will help us better manage and provide access to the 12,000 moveable artworks, objects and artefacts in our heritage collection. The report was adopted by Council in April 2020.</p> <p>We launched the <i>Our Heritage, Our Collection</i> website and online exhibition in April 2020, highlighting 50 objects from the heritage collection that were curated by the themes of 'War, Wool and Work.'</p> <p>We added a HerStory Trail to the Geelong Arts and Culture Trails app, celebrating stories of significant women of Geelong.</p> <p>We cleaned, crated and moved the City Hall stained glass window to our collections storage.</p> <hr/> <p>We completed our research, finalised requirements, developed key actions, timelines and drafted an engagement plan for the <i>Arts and Culture Strategy</i> in 2019–20. The Stage 1 research included a cultural mapping report.</p> <p>Stage 2 and engagement actions have been postponed until August 2020, due COVID-19 restrictions. As a result, the strategy will now be completed in March 2021.</p> <hr/> <p>We started working with the Geelong Gallery to determine the feasibility of expanding the gallery space into City Hall.</p> <p>We secured funding in the 2020–21 budget to develop a business case for the redevelopment and anticipate this will be completed by June 2021.</p>	<p>✓</p> <hr/> <p></p> <hr/> <p></p>

*Major Initiative

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 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS AND COMMENTS
Libraries					
<p>Utilisation</p> <p><i>Physical library collection usage</i></p> <p>[Number of physical library collection item loans / Number of physical library collection items]</p>	6.12	6.06	5.96	4.45	<p>The definition of this indicator changed in 2019–20 to exclude eCollections, so results are not comparable to previous years.</p> <p>COVID-19 restrictions had a significant impact on collection use as Geelong Regional Library Corporation branches were closed from 19 March to 8 June, then opened to restricted hours and patron limits.</p>
<p>Resource standard</p> <p><i>Recently purchased library collection</i></p> <p>[Number of library collection items purchased in the last 5 years / Number of library collection items] x100</p>	73.71%	72.46%	74.08%	73.18%	<p>Purchase of new items was not impeded by COVID-19 restrictions, maintaining a high proportion of resources less than five years old.</p>

SERVICE/INDICATOR/MEASURE	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS AND COMMENTS
Participation <i>Active library borrowers in the municipality</i> [The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100	19.28%	18.17%	18.20%	17.57%	The definition of this indicator changed in 2019–20 and now averages the past three years data. The result is therefore not comparable to past years. COVID-19 restrictions had a significant impact on collection use as Geelong Regional Library Corporation branches were closed from 19 March to 8 June, then opened to restricted hours and patron limits. Note this indicator only measures collection item loans and doesn't capture other library activity, such as events, programs, Wi-Fi use and in-library attendance.
Service cost <i>Cost of library service per population</i> [Direct cost of the library service / Population]	\$34.43	\$35.36	\$36.83	\$37.00	Annual labour cost rises have increased overall costs slightly. In addition, operational expenses increased after the new Leopold Library opened in 2018–19.

As part of the ongoing review and improvement of reporting, Local Government Victoria retired the following indicator:

SERVICE/INDICATOR/MEASURE	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS AND COMMENTS
Libraries					
Service cost <i>Cost of library service</i> [Direct cost of the library service / Number of visits]	\$4.70	\$5.09	\$5.49	Retired in 2020	As of 1 July 2019, this indicator was replaced by an amended <i>Cost of library service per population</i> measure.

INTEGRATED TRANSPORT CONNECTIONS

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

LINKS TO THE CLEVER CREATIVE VISION:



Achievements

- Council adopted the *Shared Trails Masterplan*, a 10-year plan that aims to create a fully-connected network of shared trails across the region.
- We completed the western link of the Building Better Bike Connections Project, which connects Geelong’s western suburbs to Central Geelong.
- We started to develop a parking strategy for Central Geelong, following extensive consultation with the community and a range of key stakeholders.
- We maintained over 16,000 kilometres of sealed roads and 470 kilometres of unsealed roads.


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

■ On track
 ◆ Needs improvement
 ⬮ Off track
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
Increased kilometres of bicycle and walking paths.	Annual	206 km bike paths 1,674 km footpaths (June 2018)	Increase	223 km bike paths 1,822 km footpaths (June 2020) 210 km bike paths 1,755 km footpaths (June 2019)	Bike paths have increased by 13 km this year and 17 km since the baseline measurement. Footpaths have increased 67 km this year and 148 km since the baseline measurement.	■
Increased community satisfaction rating with sealed local roads.	Annual	49 (2018)	60	60 (2020) 54 (2019)	Community satisfaction with sealed local roads has increased by 6 index points since last year.	■

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
Renewal gap for road management reduced.	Annual	\$4.5 million (2017)	Reduce	\$3 million (2020) \$3 million (2019)	The asset modelling data that produces this result has not changed. New condition assessment data and modelling are due by the end of 2020.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Support projects in the <i>G21 Region Road Transport Plan</i> .		We continued to support Regional Roads Victoria and Major Projects Victoria to deliver the Drysdale Bypass, Barwon Heads Road duplication, safety improvements on the Bellarine Highway and planning for freight movement initiatives. G21 has supported an integrated transport plan for Geelong as a priority project.	
Work with VicRoads to deliver the <i>Network Operating Plan</i> , to improve bus services.	<i>Adopt the Transport Network Operating Plan including recommendations from the Bus Services Review.</i>	We engaged with the community to hear their views on the draft <i>Transport Network Operating Plan</i> . The plan expanded from Central Geelong to include the whole municipality. We supported the Department of Transport to help them prepare an integrated transport plan for Geelong.	
Improve our road management and engagement program.		We continued to develop an online interactive map to inform our community about infrastructure projects under construction across the municipality. We also continued to improve our road management and engagement programs, which was reflected in a 6-index point increase in our community satisfaction survey result for sealed local roads this financial year (see measures table above).	
Deliver better-connected walking, cycling and trail paths across our region.	<i>Implement council program of infrastructure upgrades including streets, roads and drains.</i>	We completed the pavement rehabilitation of Ormond Road, East Geelong and started planning the upgrade for McClelland Road, Lara. In addition, we commenced: <ul style="list-style-type: none"> widening of Anakie Road, north of the ring road, to improve safety and access for heavy vehicles two major drainage projects to mitigate flooding of properties at Epworth Street, Ocean Grove, and Coriyule Road, Curlewis. 	
	<i>Upgrade and deliver new footpaths, cycling and trail paths and create linkages between paths.</i>	We completed the western link of the Building Better Bike Connections Project and started designing the southern link. We have also officially opened Stage 1 of the Hovells Creek shared trail path in Lara. We started constructing a new footpath on Breakwater Road, adjacent to the Geelong Showgrounds and Racecourse, and on Surfcoast Highway, Grovedale, to link existing shared trails.	
	<i>Review and implement Greater Geelong Cycling Strategy.</i>	The review of <i>The Greater Geelong Cycling Strategy</i> is on hold, as we may incorporate it into a broader municipal wide transport strategy.	Not started
	<i>Undertake detailed design to create linkages between shared paths across the region.</i>	We engaged with the community to help inform the <i>Shared Trails Masterplan</i> . Council adopted this plan in March 2020, and we commenced implementing the actions.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Advocate to improve rail, road and sea connections for our region.	<i>Lead the Regional Fast Rail Advocacy Alliance.*</i>	<p>We continued to advocate for a fast rail connection between Melbourne and Geelong by:</p> <ul style="list-style-type: none"> • being active members of the Victorian Government Geelong Fast Rail Reference Group (Mayor and CEO) • partnering with the City of Wyndham to write to the Victorian Government about the issue • meeting with the Minister for Transport Infrastructure • advocating to the Secretary of Transport for improved transport connections (February 2020) • leading the regional fast rail alliance, which advocates for a regional-wide approach to fast rail for Geelong, Ballarat, Bendigo, Shepparton and Latrobe. 	
	<i>Explore opportunities to enable the Geelong-Melbourne ferry service.</i>	<p>The twice-daily ferry service to Docklands from Steampacket Quay commenced in December 2019.</p> <p>The service was suspended, due to COVID-19 restrictions, but recommenced with a reduced timetable for weekends only. The company plans to recommence full services once the restrictions are lifted.</p>	
Work with government to improve freight connections to the Geelong Port.		<p>We worked with Geelong Port to plan for future port access via road and rail.</p> <p>We welcomed the news that TT-line is moving its Spirit of Tasmania ferry service to Geelong Port, and are working with them to provide safe access to the new terminal.</p>	
Advocate and plan for a second container port at Bay West.		We continued to advocate for a second container port at Bay West with various Geelong partners, including G21, Committee for Geelong and Regional Development Victoria.	
Support further international flights at Avalon.		Tourism Greater Geelong and The Bellarine continued to support Avalon Airport via a tourism partnership, although visitor information services were suspended when Avalon Airport closed due to COVID-19 restrictions. This work will continue once the airline environment is better understood.	
Support the redevelopment of the rail station precinct, including a modern bus terminal.		<p>We continued to support Victorian Government precinct planning for the rail station, via the Central Geelong Revitalisation partnership. The project was also included in the new City Deal funding agreement.</p> <p>We anticipate the urban planning framework, which will include the Geelong train station area, will be finalised in mid-2021.</p>	
Deliver the <i>Better Bike Connections</i> project.	<i>Progress Better Bike Connections, west and southern routes.</i>	We completed the construction phase for the western link. We started designing the southern link of the project and plan to commence works in the second half of 2020.	

*Major Initiative

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 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	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	94.10	59.46	45.70	85.86	We have applied a more rigorous methodology to our recent reporting processes and expect our future data to be aligned with our 2019–20 results.
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	91.98%	95.65%	95.30%	91.86%	Our sealed local roads are consistently maintained to the required standards.
Service cost <i>Cost of sealed local road reconstruction</i> [Direct cost of sealed local road reconstruction / Square metres of sealed local roads reconstructed]	\$213.27	\$199.05	\$177.83	\$201.39	Cost variations are expected, as they depend on the weather and the scope of works required.
Service cost <i>Cost of sealed local road resealing</i> [Direct cost of sealed local road resealing / Square metres of sealed local roads resealed]	\$16.92	\$17.18	\$16.45	\$18.23	Local road resealing includes spray seals and asphalt. In 2019–20, we undertook a higher percentage of asphalt resurfacing compared to previous financial years. As asphalt has a higher unit cost, this has resulted in increased average costs.
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]	47	49	54	60	Our Roads to Success in-house business improvement program, improved engagement and online interactive map of infrastructure projects has led to an increase in community satisfaction of 13 index points since 2017.

A THRIVING AND SUSTAINABLE ECONOMY

We will capitalise on Geelong’s incredible economic opportunities.

LINKS TO THE CLEVER CREATIVE VISION:



A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES



A DESTINATION THAT ATTRACTS LOCAL AND INTERNATIONAL VISITORS

Achievements

- In 2019, the Regional Industry Sector Employment program (RISE) won the Economic Development Australia National Award for Excellence (Community Collaboration category) and was a finalist in the Victorian Training Awards Industry (Collaboration category).
- We helped 370 businesses adapt to the impact of COVID-19 restrictions through the Geelong Business Support Program.
- We were also chosen as a finalist for the 2019 Economic Development Australia National Awards for Excellence (Economic Development Initiatives over 15,000 residents category) for our implementation of the *Sustainable Agribusiness Strategy for the G21 Region 2017–2022*.
- We supported several programs for business in the region, including:
 - Geelong Small Business Festival (44 events and 3,000 attendees)
 - Business Victoria workshops
 - mentoring through Business Victoria’s mobile business centre
 - free social media promotion for local businesses.
- We supported Clean Tech Innovations Geelong’s second Procurement for Innovation process, which called for tenders to generate road, footpath and kerb surface materials from kerbside recycling collection.
- We delivered seven online events for the first-ever Geelong Design Week after the City-led events were cancelled due to COVID-19 restrictions.

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


■ On track
 ◆ Needs improvement
 ■ Off track
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
More businesses within the municipality.	Annual	17,336 businesses (30 June 2017)	Increase	17,995 businesses (30 June 2018) 18,850 businesses (30 June 2019)	Businesses increased 855 in 2019–20, and by 659 in the previous financial year.	■

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
15 years of industrial land supply planned.	Annual	21 years (September 2018)	Maintain	28 years (June 2018) 28 years (June 2019)	There are a range of industrial development areas for new and existing businesses, however there's a shortage south of the Barwon River. The North East Industrial Precinct and West Employment Precinct at Armstrong Creek will be important to address this local shortage of supply.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Continue to work with government to deliver projects that revitalise Central Geelong.	<i>Work with Victorian Government to implement Central Geelong Action Plan.</i>	<p>We continued to work with the state government to deliver the <i>Revitalising Central Geelong Action Plan</i> and the program of capital works under the <i>Geelong City Deal</i>.</p> <p>Arrangements to complete the next section of work on the Green Spine are in place. The project is now being implemented by the Victorian Government through Regional Roads Victoria.</p> <p>The delay in this action was a result of <i>Geelong City Deal</i> announcements and the finalisation of new governance arrangements.</p>	
Work with government to deliver City Deal projects.		<p>The <i>Geelong City Deal Implementation Plan</i> was released in October 2019. As members of the implementation committee, we met monthly with federal and state government representatives.</p> <p>We developed a plan for the rollout of the Smart City initiatives identified in the City Deal, which include Smart Parking and the use of sensor technology to provide real time data.</p> <p>We completed the Gheringhap Street drain project, a key project to improve water flow through Central Geelong.</p> <p>In partnership with the Royal Geelong Yacht Club, we started work on the Geelong Safe Harbour Precinct Project. The club started installing the wave attenuator, but damage to some pontoons caused delays and works are expected to be complete by late 2020.</p>	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Use Geelong's UNESCO City of Design award to secure economic development projects.	<i>Collaborate with partners to deliver projects that support the UNESCO City of Design goals of sustainable cities and communities.</i>	<p>We attended the City of Design Sub Network meeting in Detroit, presented at the UNESCO Asia Pacific Creative Cities Conference in Adelaide, partnered with Deakin University to present the first three lectures in the Clever and Creative Lecture Series and hosted three Geelong Pecha Kucha events, where 60 community members presented on their design-led projects.</p> <p>We met with our fellow Victorian Creative Cities of Melbourne, Ballarat and Bendigo to sharing information and resources and coordinate our approach to state and federal governments.</p> <p>We appointed a consultant to work on the UNESCO framework plan process and engage with important internal and external stakeholders.</p> <p>Although we were ready to deliver over 80 events during Geelong's Design Week in March 2020, many events were cancelled due to COVID-19 restrictions. Despite this, seven events still went ahead online.</p> <p>We developed a City of Design Champion program and assigned 18 champions.</p> <p>In partnership with Montreal, we progressed a Code Souvenir Program to support local designers.</p> <p>We reviewed the annual monitoring reports on behalf of the UNESCO City of Design sub-network.</p>	✓
Attract new investments to the region	<i>Advocate for Geelong businesses and major projects that contribute to regional economic development.</i>	<p>We worked with several potential investment opportunities and businesses across several industry sectors.</p> <p>Cleantech have committed funds to five scalable demonstration projects in Geelong. These projects respond to Geelong's challenges in either waste, water or energy.</p> <p>We have supported Hanwha in their bid to manufacture howitzers and Land400 tanks in Geelong. Hanwha was selected as one of the final two businesses to build four tanks for testing. Through the Geelong Defence Alliance, we assisted them in their search for land in the Geelong region.</p> <p>We worked with Surdex Steel, Glencore and Elgin Energy to help them establish their businesses in the region, along with other businesses, including a registered training organisation and day spa.</p> <p>Through the Better Approvals Process, we assisted 132 businesses with regulatory advice, preferable business locations and Council permit applications.</p>	✓
	<i>Make decisions to support the start-up and entrepreneurial ecosystem.</i>	Our partnership program with ManuFutures to help build capacity, refine ideas and provide pathways for start-ups and entrepreneurs with a manufacturing focus was cancelled due to COVID-19.	
Help to renew industrial precincts.	<i>Develop screening strategies to improve the entrance into Geelong.</i>	We identified key areas of focus for landscape improvements and finalised plans. Minor works will be implemented during 2020–21, while additional works will be the subject of future budget bids.	✓

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	<i>Integrate the Retail Strategy 2016–36 into the Greater Geelong Planning Scheme.</i>	Independent planning panel hearings for Amendment C393, that will implement <i>The City of Greater Geelong Retail Strategy 2016–36</i> into the Greater Geelong Planning Scheme, were conducted between October 2019 and January 2020. We received the panel report and the Amendment will be considered by Council in their meeting on 25 August 2020.	
Execute strategies for economic growth in the region's north.	<i>Promote the economic assets and investment opportunities in the region's north.</i>	The Regional Industry Sector Employment Program (RISE), a collaboration led by the City and funded by Gforce, reached the end of its two-year pilot, but was extended into 2020–21. In 2019, the program won the Economic Development Australia National Award for Excellence (Community Collaboration category) and was a finalist in the Victorian Training Awards Industry (Collaboration Category).	✓
	<i>Continue to deliver the Regional Industry Sector Employment (RISE) Program to support jobs in the construction industry.</i>	The RISE Program continued in 2019–20. Program 7 was completed but Program 8 was cancelled due to COVID-19 restrictions. Sponsorship funding was secured from Gforce to continue the program into 2020–21. We will continue as lead of the program with a revised training program, following a review by The Gordon. There are 29 candidates registered for the next program.	✓
Support and promote local businesses, markets and products.	<i>Trial a flexible parking solution for the CBD.*</i>	We introduced free 30-minute weekday car parking in two-hour zones in Central Geelong in December 2019. To achieve this, we had to integrate several different technologies, including a new parking app, license plate recognition technology, digital upgrades to parking machines and a new data platform.	✓

*Major Initiative

GROWING OUR TOURISM AND EVENTS

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

LINKS TO THE CLEVER CREATIVE VISION:



Achievements

- We introduced a new Community Events grant stream, allocating \$170,000 to support 32 community events.
- We completed and opened the Geelong Botanic Gardens Sustainable Visitor facility.
- We attracted new major events to the region, including the Victorian Teachers Games and the Geelong Tennis International tournament.
- We partnered with the Australian Federation of Disability Organisation to support over 100 local tourism businesses to review their operations and improve accessibility.
- Tourism Greater Geelong and The Bellarine won two gold awards at the 2019 Victoria Tourism Awards ('Visitor Information Services' and 'Tourism Education and Training' categories).
- We hosted two major tourism conferences – the Victorian Tourism Industry Council Conference and the Australian Cruise Association Conference – and welcomed over 600 delegates to the region.
- We helped over 127,095 visitors through the Geelong Visitor Information Service network.
- We delivered an extensive program for the Geelong Seniors Festival, with over 10,000 attendees.
- We launched a new online listing for virtual community events.





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


■ On track
 ◆ Needs improvement
 ■ Off track
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete








Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
Annual increase in visitors.	Annual	5.1 million (Apr 17 to Mar 18)	2.1% per annum	6.0 million# (Apr 19 to Mar 20) 6.0 million^ (Apr 18 to Mar 19)	An increase of 0.2 per cent.	◆
Annual increase in expenditure by visitors.	Annual	\$936 million (Apr 17 to Mar 18)	3.8% per annum	\$1.1 billion# (Apr 19 to Mar 20) \$1.1 billion^ (Apr 18 to Mar 19)	An increase of 1.7 per cent.	◆


Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
Annual increase in international overnight visitors.	Annual	55,900 (Apr 17 to Mar 18)	4.9% per annum	56,900 [#] (Apr 19 to Mar 20) 61,800 [^] (Apr 18 to Mar 19)	A decrease of 7.9 per cent.	
Annual increase in domestic overnight visitors.	Annual	1.3 million (Apr 17 to Mar 18)	1.9% per annum	1.6 million [#] (Apr 19 to Mar 20) 1.6 million [^] (Apr 18 to Mar 19)	A decrease of 1.3 per cent.	
Annual increase in tourism employment.	Annual	Estimated 5,906 (2017–18)	1.6% per annum	Estimated 5,961 (2019–20) Estimated 6,226 (2018–19)	A decrease of 4.3 per cent. Tourism employment was adversely impacted by the restrictions COVID-19 restrictions.	
Return on investment of Geelong major events to the municipality.	Annual	46:1 (2017–18)	30:1	45:1 (2019–20) 49:1 (2018–19)	\$53 million of event spending was generated, despite six major events being cancelled due to COVID-19 restrictions.	

[^]Data reported in the 2018–19 annual report was for the period January 2019 to December 2019 and has been corrected in this report.

[#]There has been a methodology change in the collection of tourism data, so caution should be applied when comparing results from January 2019 onwards.

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Work with government to deliver City Deal tourism infrastructure projects, including the Convention and Exhibition Centre.		The <i>Geelong City Deal Implementation Plan</i> was launched in October 2019, outlining milestones and next steps for several tourism infrastructure projects, including the Convention and Exhibition Centre. We participated in the Geelong City Deal Advisory Group and 2019–20 and will continue to be a key stakeholder in the development of the project.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
<p>Deliver the <i>Visitor Economy Strategy 2017–21</i> and the <i>Tourism Development Plan</i>.</p>	<p><i>Support Geelong Yacht Club to implement stage one of the Geelong Waterfront Safe Harbour Master Plan.*</i></p>	<p>We signed a funding agreement with the Royal Geelong Yacht Club for Stage 1 of the project.</p> <p>The club started installing the wave attenuator, but damage to some pontoons caused delays and works are expected to be complete by late 2020.</p> <p>The club submitted planning application to seek approval for the building developments and started working to resolve the lease boundary.</p>	
	<p><i>Construct and launch the first stage of the Sunken Gallery.</i></p>	<p>Following community engagement in October 2019, we revised the project plan to better align with the community's preference for a more localised attraction managed using good governance principles. These changes delayed the project, as did COVID-19 restrictions.</p>	
	<p><i>Open the Geelong Botanic Garden Sustainable Visitor Facility.</i></p>	<p>Our new facility was completed and opened to the public. Further landscaping and irrigation works will continue into 2020–21.</p>	
	<p><i>Update the Tourism Development Plan to identify new priority infrastructure projects (public and private).</i></p>	<p>The <i>Greater Geelong and The Bellarine Tourism Development Plan 2019–22</i> was completed.</p> <p>Tourism Greater Geelong and The Bellarine continued working with key stakeholders to advocate for the planned outcomes.</p>	
	<p><i>Support and grow international education as part of the local visitor economy.</i></p>	<p>Tourism Greater Geelong and The Bellarine's Study Geelong program continued to support and grow international education through initiatives including:</p> <ul style="list-style-type: none"> • Student Ambassador Program • Mentor Program • My Geelong Tour Guide Program • partnerships developed with Avalon Airport and Air Asia X. <p>Some projects were placed on hold or transitioned online in response to COVID-19 restrictions.</p> <p>Council approved Study Geelong support initiatives on 30 June 2020, to provide further support to international students living in the Greater Geelong community.</p>	
	<p><i>Participate in the development of the You Yangs and Serendip Sanctuary Master Plan.</i></p>	<p>Tourism Greater Geelong and The Bellarine provided input into the draft master plan, which is a Parks Victoria initiative.</p> <p>We were also represented on the You Yangs Precinct Project Control Group.</p> <p>The draft master plan will be released for a final community consultation period in 2020–21.</p>	
	<p><i>Support the development of shared trail linkages to create a trail network across the region.</i></p>	<p>Tourism Greater Geelong and The Bellarine provided advice in relation to the <i>Shared Trails Master Plan</i> linking key tourism assets and destinations.</p>	

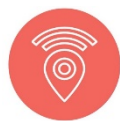
Four-year council plan priorities	2019–20 actions	Progress comment	Status
Build on the current events program and increasing cross-promotional opportunities.	<i>Establish and fund the Community Events Grant Fund.</i>	<p>We established the Community Events Grants, designed to support moderate-sized events that:</p> <ul style="list-style-type: none"> • bring economic benefits to Greater Geelong • enrich the community • celebrate common interests • provide opportunities for local participation. <p>We ran two grant rounds and awarded a total of \$169,900 to 57 community organisations. All successful applicants were required to submit a COVID-19 safety plan.</p>	✓
	<i>Continue to drive visitation by supporting local events.</i>	<p>In partnership with Geelong Major Events, Tourism Greater Geelong and The Bellarine supported local events through extended marketing and promotion, including Deakin University Open Day and Victorian Teachers' Games.</p> <p>Following the introduction of COVID-19 restrictions, we transitioned our promotion to focus on businesses with delivery and take-away services and campaigns encouraging the community to support and buy locally.</p>	

*Major Initiative

INNOVATIVE FINANCES AND TECHNOLOGY

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

LINKS TO THE CLEVER CREATIVE VISION



A LEADER IN DEVELOPING AND ADOPTING TECHNOLOGY



A PROSPEROUS ECONOMY THAT SUPPORTS JOBS AND EDUCATION OPPORTUNITIES

Achievements

- We provided \$5.165 million in financial support to help communities adapt to COVID-19 as part of our 2020–21 budget
- We were the first city within Victoria to install public space ‘Smart Node’ street poles which enable power and connectivity for various devices including CCTV cameras, Wi-Fi access points and ‘Internet of Things’ sensors.
- We developed the COVID-19 Financial Hardship Policy to provide a framework for financial relief to individuals and businesses who need assistance from the impacts of this pandemic.
- We launched the Geelong Data Exchange allowing the community to view, obtain, utilise and reuse valuable information we and other organisations have gathered.
- We trialled in-ground parking sensors which provide us with a detailed picture of parking activity.
- We progressed Our Clever Together Project which brings together the building of our new Civic Precinct and the upgrade of our digital capability through our Digital Modernisation Program.
- We delivered infrastructure enhancements to support and enable over 1,000 employees to remotely work from home as a result of the COVID-19 restrictions.




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

■ On track
 ◆ Needs improvement
 ⬮ Off track
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	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 (1 July 2018)	Increase	106 Wi-Fi access points across the City and 13 City-owned facilities with free Wi-Fi (June 2020)	We added five new Wi-Fi access points this financial year. This is in addition to the nine new Wi-Fi access points and free Wi-Fi at two City-owned facilities last year. Contract delays in the Free Wi-Fi project mean that no new City-owned facilities have been added to the network this year.	■

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
More online transactions with our customers.	Annual	Payments 114,257 Forms 17,517 Requests for service 24,074 (2017–18)	Increase	Payments 124,431 Forms 24,109 Requests for service 29,187 (2019–20)	All online transactions have increased since last financial year – payments by 7.4 per cent, forms by 43.9 per cent and requests for service by 9 per cent. COVID-19 closures of our customer service centres are the likely cause of this.	
Less than 5 per cent budget variation (actual to budget).	Annual	-	<5% variation	>5% (2019–20) 5% variation (2018–19)	The 8.7 per cent variation was caused by better-than-expected gifted assets of \$35 million and higher developer contributions. This was partially offset by an operating result that was (\$19 million) lower than expected – \$10.5 million of which was related to COVID-19 impacts.	
Increased revenue streams.	Annual	-	Increase	-	An increase in the ‘rates and charges’ revenue stream was caused by rateable property growth, as well as supplementary valuations.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Deliver smart technology solutions to areas such as street lighting, parking, waste management and children’s services.	<i>Install sensor networks to enable the use of smart sensors for services including parking and waste management.</i>	We introduced a ticketless parking system from 1 December 2019 with a new mobile app that gives users real-time information about parking status and the ability to pay while away from their car. In total, 320 sensors have been installed to monitor parking (turnover and occupancy), bins (capacity), mobile devices (people) counting, air quality, weather (wind temperature, UV, rainfall) and soil moisture.	
Develop digital tools and technologies to improve service delivery and our customer experience.	<i>Establish and embed the Smart City Office function.</i>	We developed communication and stakeholder management plans with a focus on building employees’ knowledge and capacity to better utilise new technologies and data in service delivery. We engaged an external consultant to help develop a strategic framework for Smart Cities and consulted with internal and external stakeholders through workshops and a survey. The framework is due for release in late 2020.	
	<i>Implement Mobile Maintenance Management System.</i>	We started investigating the requirements of a new Mobile Maintenance Management System to plan the best way of implementing the chosen product. Responsibility for management of this project changed due to the impacts of COVID-19 on available resources.	

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Increase free Wi-Fi in public spaces and community facilities.	<i>Support greater levels of digital inclusion in the community.</i>	We continued installing new Wi-Fi points at 57 new locations in Geelong, as part of the Wi-Fi and Enhanced Broadband project. These will be available in the second half of 2020. Delays in contract finalisation have delayed the Free Wi-Fi and Enhanced Broadband project by six months.	
Deliver Smart Cities infrastructure using electronic data collection to better manage assets and resources.	<i>Install enhanced broadband for the Bellarine.</i>	We finalised the design and planning approval phase of this project, which will roll out in stages during 2020. We started working on project agreements and procurement for contractor installation. Delays in finalising project agreements and procurement have resulted in a six-month delay.	
Attract more technology-focused businesses to our region.		We worked with several technology focused businesses that wanted to establish themselves in our city-region, across a broad range of areas including: <ul style="list-style-type: none"> • transportation • drone technology • shared bike services • cleantech in agribusiness • green waste • smart materials • advanced fibres • the health sector. 	
Examine our budget to fund future initiatives.		We reviewed our budget process and implemented improvements into the 2020–21 budget process, including a new budget timetable and a refined budget bid process to improve efficiency. Our draft 2020–21 budget, adopted by Council 30 June 2020, included additional support packages designed to address known and emerging impacts arising from COVID-19.	
Establish sustainable financial and infrastructure management systems for our future.	<i>Commence Digital Transformation with a focus on customer experience.*</i>	Our Customer Experience Program, an initiative of our Clever Together program, is now fully underway. We developed a <i>Customer Experience Strategy</i> that highlights six key areas of focus – customer access, service redesign, online presence, billing and payments, customer relationship management and organisational capabilities in our workforce. Projects related to service redesign and billings and payments are due to be completed in December 2020. We have also started examining customer access.	
	<i>Commence implementation of Asset Management Strategy.</i>	In 2020–21, we started the following background work: <ul style="list-style-type: none"> • a review of data, systems, processes and procedures • a review of internal roles and responsibilities • modelling to assess the impact of increasing renewal gaps, our growing asset base and our ability to support service delivery in the future. This is a long-term project that is expected to continue for several years.	

*Major Initiative

ORGANISATIONAL LEADERSHIP, STRATEGY AND GOVERNANCE

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

Achievements

- Council adopted *The City of Greater Geelong Sustainability Framework and Action Plan*, to encourage and lead a culture of sustainability throughout the organisation and community.
- We established a Redeployment Program to match those employees without work to our community services facing increased COVID-19-related demand.
- We appointed our second Youth Council, to continue to give young people a voice in what we do.
- We continued live streaming council meetings from the chamber, with 4,836 live views and 3,941 archived views.
- We completed four business improvement projects and supported 22 others across the organisation.
- We delivered the *Greater Geelong Clever and Creative Our Progress 2019* report, which highlighted some of the projects and organisations contributing to our community's 30-year vision aspirations.
- We engaged with the community on major strategies and changes including:
 - the draft *Social Infrastructure Policy – Our Community Places and Spaces*
 - the draft *Lara Recreation Reserve Masterplan*
 - the draft *Social Housing Plan 2018–41*
 - the draft *Environment Strategy 2020–30*
 - our *Shared Trails Masterplan*
 - Ocean Grove Principal Pedestrian Network
 - proposed dog control order changes for Barwon-Coast-managed land.
- We were awarded silver for *The City of Greater Geelong Annual Report 2018–19* at the Australasian Reporting Awards.
- We consulted with 800 employees and received 147 written submissions to inform the Working Better Together workplace culture program.



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




■ On track
 ◆ Needs improvement
 ■ Off track
 ⚙️ Off track COVID-19
 △ Not yet available
 ✓ Complete

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
Increased community satisfaction with overall council performance.	Annual	54 (2018)	>70	60 (2020) 58 (2019)	The public's perception of overall council performance has improved again this year (up from 2 index points since last year and 6 index points from 2018).	◆





Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
Increased community satisfaction with customer service.	Annual	70 (2018)	>80	73 (2020) 71 (2019)	Our community's satisfaction with customer service has increased 3 index points since 2018. This result may be due to a focus on resolving customer enquiries at the frontline and better online transaction options.	
Increased community satisfaction in decision-making.	Annual	53 (2018)	>60	56 (2020) 55 (2019)	Live streaming of council meetings and community focus meetings continue to have a positive impact on our community.	
Increased community satisfaction with community consultation (engagement).	Annual	50 (2018)	>60	53 (2020) 55 (2019)	Community satisfaction has decreased slightly, but there has been an overall upward trend over the past four years. A new Have Your Say platform and other resources introduced this year have made engagements more accessible to the community, despite COVID-19 restrictions impacting our ability to engage face-to-face.	
Increased community satisfaction with overall council direction.	Annual	54 (2019)	>70	54 (2020) 55 (2019)	Community satisfaction has been consistent over the past three surveys and will remain a focus for improvement.	
Reduction in Lost Time Injury Frequency Rate.	Every three months	14.9 (June 2018)	Reduce	18.1 (June 2020) 32.8 (June 2019)	This measure was impacted in the last financial year by a changed definition, as well as an increase in the actual number of lost time injuries reported. The strong downward trend in the last financial year is likely related to new early intervention programs we introduced.	
Increased employee engagement.	Annual	54% (2017)	70%	52% (2020) 52% (2018)	With the commencement of the Working Better Together initiative in September 2019, and investment in our People and Culture directorate, we expect to see improved employee engagement in the 2021–22 survey.	

Measures of success	Frequency	Baseline	Target 2022	YTD Jun 2020	Progress comments	Status
Increased employee satisfaction.	Annual	62% (2017)	80%	63% (2020) 58% (2018)	With the commencement of the Working Better Together initiative in September 2019, and investment in our People and Culture directorate, we expect to see improved employee engagement in the 2021–22 survey.	
Increased positive media coverage.	Every three months	55% (Average of 12 months Oct 17 to Sep 18)	Increase	66.0%^ (Average 2019–20) 62.6% (Average 2018–19)	Ticketless parking and initiatives to improve Greater Geelong's liveability and attraction contributed to positive sentiment in the first part of the financial year. From March–June 2020, sentiment was predominantly influenced by media coverage of COVID-19.	

^The methodology used to collect this data changed in 2019–20, so caution should be applied when comparing results with previous years.

Four-year council plan priorities				Status
Four-year council plan priorities	2019–20 actions	Progress comment		Status
Proactively manage our assets, including land holdings.	<i>Identify opportunities to sell unused land.</i>	<p>We sold some parcels of land in the Geelong Ring Road Employment Precinct land, as well as 257 Roslyn Road, Highton.</p> <p>The lease or sale of the former Geelong Post Office is underway with Council due to consider a decision in August 2020.</p> <p>Our Land and Building Asset Management Subcommittee continued working to proactively manage our assets, including land holdings, by working across the organisation.</p> <p>We also started developing a sales and acquisition strategy, designed to improve transparency of land-related sales and purchases.</p>		
Consolidate the City of Greater Geelong offices.	<i>Commence design and development of the Civic Precinct.*</i>	<p>We completed the Expression of Interest and Request for Tender processes, after which we appointed a developer. We also started community engagement to inform the design of public spaces within the Civic Precinct.</p> <p>The design process is well underway and work is due to commence in the second half of 2020.</p>		
Communicate and engage more effectively with the community, in areas of need.	<i>Improve our inclusive engagement practices.</i>	<p>We updated engagement tools, templates and policies to support more inclusive engagement practices. Actions completed include:</p> <ul style="list-style-type: none"> • piloted new data software • built a new online engagement platform, which has increased online activity and provided an alternative to face-to-face options during COVID-19 restrictions • updated our engagement policy and framework, which will be released for community feedback in 2020–21 • developed and implemented a COVID-19 community engagement evaluation template. 		

Four-year council plan priorities	2019–20 actions	Progress comment	Status
	<i>Promote and support the Junior Youth Council.</i>	<p>We delivered the following Youth Council activities:</p> <ul style="list-style-type: none"> • three Youth Council meetings • Councillor Connect Mentoring Program • Youth Councillor Coaching sessions • two Youth Council reports • Geelong Youth Summit at GMHBA Stadium in October 2019 • Youth Leadership Program 2020 • Youth Rainbow Leadership Program 2020. <p>Youth Council members also provided advice, both internal and external, and made recommendations via the Junior Mayor's quarterly report.</p> <p>The 2020 Youth Council was elected in February 2020.</p>	✓
Continue to transform our workplace culture.	<i>Implement the Organisation Leadership and Capability Framework.</i>	<p>Our organisation leadership and capability framework was put on hold while we developed an overarching culture vision and plan. The process will restart in July 2020, with plans to launch the framework in December 2020.</p> <p>Part of the culture plan is our Working Better Together program. In 2019–20, we achieved the following:</p> <ul style="list-style-type: none"> • consulted with 800 employees and received 147 written submissions • reported the insights from this engagement back to the organisation and developed action plans • invited all employees to take part in an annual Employee Opinion Survey, which achieved a response rate of 70 per cent • conducted a series of Working Better Together sessions with our leadership team. <p>Due to the need to focus on our COVID-19 response, Working Better Together plans and a review of Employee Opinion survey was postponed.</p>	◆
	<i>Establish and support an organisational change management function.</i>	<p>While this function was originally established to support our transition to the Civic Precinct and digital modernisation, the scope has been expanded to cover all significant change initiatives, projects and programs across the business.</p>	✓
Use data and analytics to make better decisions.		<p>We completed a <i>Data Management Strategy</i> in March 2020. We started developing a business case to fund and resource a major data management program of work. This is due to be completed in July 2020.</p> <p>We also established an internal Data Governance Advisory Committee to establish policies and guidelines aimed at improving our data management practices.</p>	■

Four-year council plan priorities	2019–20 actions	Progress comment	Status
Make our processes more effective and efficient.	<i>Commence operation of an Enterprise Project Management Office.</i>	We recruited to a new role designed to lead and coordinate our Enterprise Project Management function. The position will support the organisation to improve processes and practices.	
	<i>Commence first year delivery of 5-year service plans.</i>	We continued implementing prioritised actions identified in the first year of five-year service planning. We engaged with our senior leadership team in June 2020 to review the progress of actions within the plans.	✓
	<i>Establish an agreed program for detailed reviews of service delivery.</i>	We developed a five-year service planning framework, with Year 2 of service planning scheduled to commence July 2020. In addition, we started scoping the service review program.	✓
Increase state and federal funding for the region.		We initiated new positions dedicated to grants, government relations and advocacy in 2020. These roles will develop new processes and practices that will improve our capacity to attract, track and administer grants from a range of external funding bodies, including state and federal government.	
Develop, promote and improve the City's brand.	<i>Deliver actions as outlined in the Corporate Communications and Marketing Strategy.</i>	We formed a Corporate Affairs team to improve collaboration and alignment around communications, marketing, government relations and engagement. We used a range of communication channels to deliver ongoing crisis communications during the COVID-19 pandemic. Communication was focused on restrictions, safety measures and support available for businesses and our community. We started a brand benchmarking exercise to gain a better understanding of brand recognition, and community perceptions.	
Lead major local organisations in collaborative projects.		Collaborative projects we were involved with in 2019–20 include: <ul style="list-style-type: none"> • City Deal initiatives, • the Gateway Cities Alliance with Newcastle and Wollongong councils, and Committee for Geelong • briefings to G21 and Committee for Geelong • Brand Geelong workshops designed to identify the unique qualities that could be used to sell the region to the world • the Barwon Regional Partnership Roundtable. We also developed agreed regional priorities for COVID-19 recovery with G21, Committee for Geelong, Geelong Chamber of Commerce, Geelong Manufacturing Council and Tourism Greater Geelong and the Bellarine.	

Four-year council plan priorities				2019–20 actions	Progress comment	Status
Use better communication to strengthen our strategic priorities.		<i>Create a new advocacy function.</i>	As part of our revised Corporate Affairs function, we established a dedicated team to lead, coordinate and support the Council in government liaison and advocacy activities.	✓		
		<i>Continue Community Focus Meetings and live streaming of Council Meetings.</i>	We provided live streaming and archived footage of Ordinary Meetings of Council, which increased engagement with our community. Community Focus meetings continued throughout the municipality until March 2020, when COVID-19 restrictions prevented the public from attending. These meetings were then moved to City Hall so they could also be live streamed. In total, Ordinary and Community Focus Meetings had 4,836 live views, plus 3,941 achieved views in 2018–19.	✓		
		<i>Commence planning for 2020 council elections.</i>	We commenced a community engagement program to help us meet a state government target of 50 per cent women councillors and mayors by 2025. This program included: <ul style="list-style-type: none"> • support for the Women in Local Democracy (WILD) • workshops by the Victorian Local Governance Association's Local Women Leading Change campaign • a 'How to Get Elected' session by Ruth McGowan • information booths at SKAART Youth Festival, Pako Festa 2020 and the VALiD Having a Say Conference. We were forced to cancel 20 planned events due to COVID-19 restrictions and suspended project activities until it was confirmed elections would proceed in October 2020. We revised the engagement plan to include improved information on the Geelong Australia website, roadside signage, video messages, increased social media presence and online training.	✓		

*Major Initiative

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 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	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	4.83%	12.25%	8.39%	9.03%	We make every effort to ensure council decisions are made at meetings open to the public. We introduced transparent reporting of tender outcomes in 2018-19, and this limited most matters resolved at meetings closed to the public to those involving commercially-sensitive contracts.

SERVICE/INDICATOR/MEASURE	RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS AND COMMENTS
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]	47	50	55	53	Community satisfaction has decreased slightly, but there has been an overall upward trend over the past four years. A new Have Your Say platform and other resources introduced this year have made engagements more accessible to the community, despite COVID-19 restrictions impacting our ability to engage face-to-face.
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	95.24%	94.54%	96.36%	93.45%	Our results are consistent with previous years, with only 11 apologies for the financial year 2019–20.
Service cost <i>Cost of governance</i> [Direct cost of the governance service / Number of councillors elected at the last council general election]	\$186,708.33	\$101,558.08	\$48,135.89	\$43,543.45	Costs have reduced since the return of an elected Council in October 2017, following 18 months of Administrators.
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]	48	53	55	56	Our results reflect the sound decision-making by our current Council. In addition, live streaming of council meetings and community focus meetings continue to have a positive impact on our community.

GOVERNANCE

COUNCIL INFORMATION

TABLE 5: Council meetings in 2019–20

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)	Normally held in a different location each month, these meetings were moved to City Hall from March due to COVID-19 restrictions.

* All meetings were live streamed following the introduction of COVID-19 restrictions in March.

TABLE 6: Councillor attendance for 2019–20

Councillor	Ordinary	Special	Community Focus Council	Total
S Asher (Mayor)	10	3	9	22
K Grzybek (Deputy Mayor)	12	3	10	25
A Aitken (Councillor)	12	3	10	25
B Harwood (Councillor)	12	3	10	25
E Kontelj (Councillor)	11	2	9	22
S Mansfield (Councillor)	10	2	9	21
J Mason (Councillor)	11	3	10	24
P Murnane (Councillor)	12	2	9	23
P Murrihy (Councillor)	11	3	10	24
R Nelson (Councillor)	11	3	9	23
T Sullivan (Councillor)	11	3	9	23

TABLE 7: Special committees in 2019–20

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.
Chief Executive Officer (CEO) Employment Matters Special Committee	To oversee the recruitment of the CEO, and other CEO employment matters.

The Development Hearing Panel Special Committee was abolished on 19 August 2019.

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 2019.

TABLE 8: Current annual allowances

Councillor	Allowance \$
S Asher (Mayor)	100,434
K Grzybek (Deputy Mayor)	31,444
A Aitken (Councillor)	31,444
B Harwood (Councillor)	31,444
E Kontelj (Councillor)	31,444
S Mansfield (Councillor)	31,444
J Mason (Councillor)	31,444
P Murnane (Councillor)	31,444
P Murrihy (Councillor)	31,444
R Nelson (Councillor)	31,444
T Sullivan (Councillor)	31,444

Councillor expenses

Councillors must be reimbursed for expenses incurred while performing their duties. Council has adopted a policy to determine what will 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 2019–20

Name	Travel	Car	Childcare	Information & communication technology	Conference & Training	Total
	\$	\$	\$	\$	\$	\$
S Asher	1,110.65	11,608	-	342.68	1,000	14,061.33
K Grzybek	916	-	-	342.68	-	1,258.68
A Aitken	-	-	-	342.68	317	659.68
B Harwood	1,052	4,150.83	-	364.68	82	5,649.51
E Kontelj	-	-	-	833.91	95	928.91
S Mansfield	-	-	-	342.68	-	342.68
J Mason	208	5,731	-	342.68	559	6,840.68
P Murnane	-	-	-	342.68	-	342.68
P Murrhy	132	-	-	342.68	231	705.68
R Nelson	594	-	-	342.68	41	977.68
T Sullivan	120	2,133	-	342.68	36	2,631.68

AUDIT AND RISK COMMITTEE

Our Audit and Risk Committee provides structured, systematic oversight of Council's governance, assurance, risk management and internal control practices. This oversight mechanism also helps maintain the integrity of these practices. The Committee:

- is comprised of five voting members; three independent members, the Mayor and one Councillor
- holds at least four regular meetings per annum
- provides its minutes to Council for information purposes.

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	1
Cr Stephanie Asher	1
Cr Kylie Grzybek	2
Cr Jim Mason	3

Audit

Audit is an independent function that assesses the effectiveness of risk management, controls and governance processes. Internal audit is focused on processes and controls. External audit provides an independent examination of the financial statements prepared by the organisation.

The Victorian Auditor-General's Office provides our external audit service.

Risk Management

Risk management is an important function that helps us meet the expectations of our many stakeholders and provide quality services to our community. It allows decision-makers to be better informed, more decisive and more confident in achieving our specified outcomes and objectives.

The objectives of our risk management program are to:

- provide a structured and consistent approach to identifying, rating, mitigating, managing and monitoring risks
- assist decision-makers to weigh risks against potential opportunities
- create an environment where employees understand and assume responsibility for managing risks and controls
- provide relevant and timely information using a clear reporting structure.

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 2020.

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 <i>Local Government Act 1989</i> Date of adoption: 30 June 2020
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 <i>Local Government Act 1989</i> Date of adoption: 30 June 2020
GC5	Asset management plans (plans that set out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted Date of adoption: <ul style="list-style-type: none"> • Asset Management Policy (26 May 2020) • Non-current Asset Accounting Policy adopted (26 May 2020) • 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) <p>Section 92 of the <i>Local Government Act 2020</i> requires us to adopt an asset plan by 30 June 2022.</p> <p>Our Asset Management Transformation Program is preparing this for adoption by Council in 2020–21, with the following asset management plans: waterfront; drainage; water sensitive urban design; bridges; buildings; footpaths and roads.</p>
GC6	Rating strategy (strategy setting out the rating structure of Council to levy rates and charges)	Strategy in operation Date of operation of current strategy: 30 June 2020
GC7	Risk policy (policy outlining Council's commitment and approach to minimising the risks to operations)	Policy in operation Date of operation of current strategy: 20 November 2019
GC8	Fraud policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Policy in operation Date of operation of current policy: 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 <i>Local Government Act 1989</i> Date of approval: 30 June 2020
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 of current plan: 16 May 2011 Updated in the 2019–20 financial year to include a revised business impact assessment. This identified critical activities and formalised resource dependencies. The business continuity framework and policy have both been approved by our Executive Leadership Team.
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 We have an IT disaster recovery plan Date of operation of current plan: 25 June 2014
GC13	Risk management framework (framework outlining Council's approach to managing risks to the Council's operations)	Framework in operation Date of operation of current framework: 11 November 2019
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 compliance with applicable legal, ethical, and regulatory requirements)	Established in accordance with section 139 of the <i>Local Government Act 1989</i> Date of establishment: 28 November 2017 Section 54 of the <i>Local Government Act 2020</i> requires us to adopt an Audit and Risk Committee Charter by 1 September 2020.
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 of current provider: 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 of current framework: 20 May 2020 The updated corporate performance reporting framework, which currently satisfies the requirements of section 131 of the <i>Local Government Act 1989</i> , was approved by our Executive Leadership Team.
GC17	Council Plan reporting (report reviewing the performance of the Council against the Council Plan, including strategic indicator results for the first six months of the financial year)	Report in place Date of current report: 11 February 2020
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 <i>Local Government Act 1989</i> Dates statements presented: Quarterly statement 4 – 10 September 2019 (final quarter for 2018–19) Quarterly statement 1 – 12 November 2019 Quarterly statement 2 – 25 February 2020 Quarterly statement 3 – 12 May 2020

GOVERNANCE AND MANAGEMENT ITEMS		ASSESSMENT
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 – 24 September 2019 Report 2 – 28 January 2020 Report 3 – 24 March 2020 Report 4 – 30 June 2020
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)	Council Plan Quarterly Report December 2019 prepared and presented: 11 February 2020 Quarterly Financial Report December 2019 prepared and presented: 25 February 2020 We report annually against a performance reporting framework which satisfies section 131 of the <i>Local Government Act 1989</i> . We also produce quarterly financial reports.
GC21	Annual report (under sections 131, 132 and 133 of the Act, an annual report to the community containing a report of operations and audited financial performance statements)	Considered at a meeting of our Council in accordance with section 134 of the <i>Local Government Act 1989</i> Date Annual Report presented: 29 October 2019
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 <i>Local Government Act 1989</i> 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 <i>Local Government Act 1989</i> Date of review: 23 October 2018 Section 11 of the <i>Local Government Act 2020</i> requires us to review and adopt Council to Chief Executive Officer delegations by 1 September 2020.
GC24	Meeting procedures (a local law governing the conduct of meetings of Council and special committees)	Meeting procedures local law made in accordance with section 91(1) of the <i>Local Government Act 1989</i> Date local law made: 20 September 2017 Section 60 of the <i>Local Government Act 2020</i> requires us to adopt and apply governance rules by 1 September 2020 that describe the way we will conduct Council meetings and make decisions.

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



Cr Stephanie Asher
Mayor

Dated: 1 September 2020



Martin Cutter
Chief Executive Officer

Dated: 19 August 2020

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 closed to members of the public under section 89 of the Act that 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 that 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 2019–20.

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 the following summarises 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 the document being requested as clearly as possible
- 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 has been 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 *Public Interest Disclosures Act 2012* (the Act), our website at www.geelongaustralia.com.au provides information about making a public interest disclosure.

The 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.

There were three disclosures notified to the Independent Broad-based Anti-Corruption Commission under section 21(2) during 2019–20.

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.

There was one Ministerial direction given under section 22 of the Road Management Act in the period 1 July 2019 to 30 June 2020. On 2 April 2020, the Minister for Roads made the following direction:

“I, Jaala Pulford, Minister for Roads, considering it to be in the public interest to do so, direct the City of Greater Geelong, as the responsible road authority for Malop Street, Geelong, to perform its functions and exercise its powers under the Road Management Act 2004 (Road Management Act) in a manner not inconsistent with the Green Spine Project.

Further, and in particular, the City of Greater Geelong is directed not to perform a function or exercise a power under the Road Management Act to:

- undertake any works to remove road infrastructure and road-related infrastructure including the botanical walk on Malop Street constructed under or consistent with the Green Spine project;
- remove the recently constructed separated bike lanes on Malop Street between Moorabool Street and Yarra Street;
- install vehicle turning lanes at the intersections of Malop Street and Yarra Street and Malop Street and Moorabool Street; and
- increase or alter existing street 2P car parking locations on Malop Street between Moorabool Street and Yarra Street.”

This direction remains in place until the completion of works associated with the Green Spine Project.

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.

Local Government Act 2020

After five years of deliberation and consultation, the *Local Government Act 2020* (new Act) gained Royal Assent on 24 March 2020.

The new Act has been developed around five key reform themes:

1. Improved service delivery – including improved procurement and investment policies; workforce planning; gender equity, diversity and inclusiveness; and revised CEO remuneration policy.
2. Strong local democracy – including single member wards (to be implemented for the 2024 election for the City of Greater Geelong); complaints policy; and leadership role for Mayor.
3. Improve conduct – including new mandatory standards of conduct; conflicts of interest simplified; and arbiters to deal with matters locally and quickly.
4. Community confidence – including candidates and councillors to complete mandatory training; and council electoral rolls aligned to State electoral roll.
5. A new relationship – including removal of unnecessary administrative burden and Ministerial involvement; and councils exercise powers and perform their role in accordance with overarching governance principles.

Importantly, the new Act (Part 11, Division 1, Section 331) repealed the *City of Greater Geelong Act 1993* as of 6 April 2020. Section 329(4) of the new Act states that the *City of Greater Geelong Act 1993* continues to apply in respect of any Councillor, Mayor or Deputy Mayor in office, until the general elections in 2020.

Despite the repeal of the *City of Greater Geelong Act 1993*, the Mayor of the City of Greater Geelong will continue to be elected by councillors for a two-year term, under Section 26(2) of the new Act.

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 35,370 registered dogs and 11,047 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:

- completed the July 2019 cat desexing program
- audited dog signage across the municipality, with new signs rolled out to key locations
- installed temporary 'pick up poo' signs at sporting grounds
- rebranded animal management vehicles to improve our visibility within the community
- communicated via the Park Your Pet App
- engaged with our community about proposed changes to dog control orders on Barwon-Coast-managed land
- distributed City-branded dog poo bag dispensers at City-attended pet events
- created a video about effective dog control
- provided pet selection articles and links on our website
- developed a dog attack registry to identify trends in the municipality.

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.

TABLE 11: Key projects undertaken in 2019–20

Key area	Number of projects undertaken	Examples of 2019–20 actions
Promoting inclusion and participation in the community of persons with a disability.	6	<ul style="list-style-type: none"> • We engaged people with a lived experience of disability at the VALID Having a Say Conference to find out about their perceptions of Geelong. • We consulted on the commission of an ‘Inclusive Art Sculpture’ for our public art collection. • We implemented a new hearing augmentation system at City Hall. • We increased access to swimming lessons for children with disabilities and children from low income families in the 3219 area. • We facilitated the Access and Inclusion Advisory Committee, whose members have a lived experience of disability and advise us on our policies and activities. • We improved access along the Eastern Beach Waterfront by installing rubber beach matting and floating Mobi-Chairs. • We provided a Marveloo (portable, fully-accessible changing places facility) for use at the Kardinia Park Festival of Sport and the Queenscliff Music Festival.

Key area	Number of projects undertaken	Examples of 2019–20 actions
Reducing barriers in accessing goods, services and facilities	12	<ul style="list-style-type: none"> • We supported 220 clients through 3,215.67 hours of home modification. • We provided input into the design and delivery of over \$35 million new subdivision assets, including new roads, kerb and footpath upgrades, shared paths and bus routes. • We identified ways to improve access to The Geelong After Dark event, including an accessibility map overlay showing all access areas and 'quiet spaces'. • We engaged to help us design the new Rippleside Park Inclusive Play Space, an innovative and world-class space for children of all abilities. • We discussed opportunities to improve accessibility in Central Geelong and on the Waterfront with the Department of Environment Land Water and Planning. • We implemented a Changing Places facility in Geelong Westfield Shopping Centre, so there are now seven Changing Places facilities in the municipality, with more planned.
Reducing barriers to obtaining and maintaining employment.	3	<ul style="list-style-type: none"> • We refined our employee learning program about disability access and community inclusion. • We made council plans, strategies and guidelines available to all employees, including employees with no or limited online access. • We provided information to foster interest and participation in the 2020 council elections and pathways to employment, as part of the 2020 VALID Having a Say Conference.
Achieving tangible changes in attitudes and practices that discriminate against persons with a disability.	3	<ul style="list-style-type: none"> • We supported events for International Day of People with Disability, including the 'Through My Eyes' art exhibition at the Gordon Gallery, which exhibited 111 pieces of work from 100 artists and resulted in 16 per cent of works being sold.

DEVELOPMENT CONTRIBUTIONS PLAN (DCP) PROGRESS REPORT

In accordance with sections 46GM and 46QM of the *Planning and Environment Act 1987*, we must prepare and give a report to the Minister for Planning on infrastructure (not applicable to us) and development contributions, including levies and works-in-kind. This information must be published in our annual report.

Development contributions are payments, or works-in-kind, made by the proponent of a new development for the provision of infrastructure.

For 2019–20, the following information about infrastructure and development contributions has been disclosed.

Development contributions

TABLE 12: Total DCP levies received in 2019–20

DCP name	Year Approved	Levies received in 2019–20 financial year (\$)
DCP01 Armstrong Creek North East Industrial	2010	\$0.00
DCP02 Jetty Road Urban Growth Area Stage 1	2012	1,600,938.00
DCP03 Armstrong Creek East Precinct	2012	3,439,559.00
DCP04 Armstrong Creek West Precinct	2013	1,972,157.55
DCP05 Armstrong Creek Horseshoe Bend Precinct	2014	434,871.00
DCP06 Armstrong Creek Town Centre Precinct	2014	0.00
DCP07 Lara West Urban Growth Area	2014	2,979,699.00
Total		10,427,224.55

TABLE 13: DCP land, works, services or facilities accepted in-kind in 2019–20

DCP name (year approved)	Project ID	Project description	Item purpose	Project value (\$)
DCP03 Armstrong Creek East Precinct – 2012	DI_TR_1	Off-road shared trail network	Trails	173,587
DCP05 Armstrong Creek Horseshoe Bend Precinct – 2014	DI_DR_06	Drainage works – Horseshoe Bend Road Retarding Basin – construction	Drainage	2,439,929
DCP05 Armstrong Creek Horseshoe Bend Precinct – 2014	DI_TR_3	Greenway improvement works	Trails	72,145
DCP05 Armstrong Creek Horseshoe Bend Precinct – 2014	DI_RD_04a	Intersection – Surf Coast Highway and Boundary Road (Stage 1) – contribution to out-of-sequence development	Roads	179,464
DCP05 Armstrong Creek Horseshoe Bend Precinct – 2014	DI_RD_04b	Intersection – Surf Coast Highway and New Boundary Road	Roads	2,194,493
DCP05 Armstrong Creek Horseshoe Bend Precinct – 2014	DI_TR_1	Shared path network – off-road	Trails	425,287
DCP04 Armstrong Creek West Precinct – 2013	DI_DR_02	Armstrong Creek waterway improvement works – north-south connector road to east-west connector road (Main St ext)	Drainage	257,238
DCP04 Armstrong Creek West Precinct – 2013	DI_RO_10	Creek road crossing – structure – north-south Connector	Roads	514,232
DCP04 Armstrong Creek West Precinct – 2013	DI_LA_09	Drainage works – sedimentation Basin (property 15) – land	Land	271,000
DCP04 Armstrong Creek West Precinct – 2013	DI_DR_07	Drainage works – wetland retarding basins (WLRB1) – construction	Drainage	446,797
DCP04 Armstrong Creek West Precinct – 2013	DI_DR_08	Drainage works – wetland retarding basins (WLRB2) – construction	Drainage	1,463,144
DCP04 Armstrong Creek West Precinct – 2013	DI_DR_12	Drainage works – wetland retarding basins (WLRB6) – construction	Drainage	2,028,783
DCP04 Armstrong Creek West Precinct – 2013	DI_DR_13	Drainage works – wetland retarding basins (WLRB7) – construction	Drainage	1,990,296
DCP04 Armstrong Creek West Precinct – 2013	DI_DR_14	Drainage works – wetland retarding basins (WLRB8) – construction	Drainage	1,868,290

DCP04 Armstrong Creek West Precinct – 2013	DI_RO_09	Intersection – Mac (retail/school precinct)	Roads	450,523
DCP04 Armstrong Creek West Precinct – 2013	DI_OS_6	Playground equipment – local parks (5)	Open Space	128,846
DCP04 Armstrong Creek West Precinct – 2013	DI_TR_2	Shared path network – off-road	Trails	566,593
DCP02 Jetty Road Urban Growth Area Stage 1 – 2012	OS003	Sub-regional park – improvements	Open Space	20,802
Total				15,491,449

TABLE 14: Land, works, services or facilities delivered in 2019–20 from DCP levies collected

Project description	Project ID	DCP name (year approved)	DCP fund expended (\$)	Works-in-kind accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered (%)
Off-road shared trail network	DI_TR_1	DCP03 Armstrong Creek East Precinct - 2012		173,587			173,587	3.00
Drainage Works – Horseshoe Bend Road Retarding Basin – construction	DI_DR_06	DCP05 Armstrong Creek Horseshoe Bend Precinct - 2014		2,439,929			2,439,929	100.00
Greenway improvement works	DI_TR_3	DCP05 Armstrong Creek Horseshoe Bend Precinct - 2014		72,145			72,145	16.08
Intersection – Surf Coast Highway and Boundary Road (Stage 1) – contribution to out- of-sequence development	DI_RD_04a	DCP05 Armstrong Creek Horseshoe Bend Precinct - 2014		179,464			179,464	25.00
Intersection – Surf Coast Highway and New Boundary Road	DI_RD_04b	DCP05 Armstrong Creek Horseshoe Bend Precinct - 2014		2,194,493			2,194,493	57.20
Shared path network – off-road	DI_TR_1	DCP05 Armstrong Creek Horseshoe Bend Precinct - 2014		425,287			425,287	8.19
Armstrong Creek waterway improvement works – north- south connector road to east- west connector road (Main St ext)	DI_DR_02	DCP04 Armstrong Creek West Precinct - 2013		257,238			257,238	15.45
Creek road crossing – structure - north-south connector	DI_RO_10	DCP04 Armstrong Creek West Precinct - 2013		514,232			514,232	98.72
Drainage works – sedimentation Basin (property 15) – land	DI_LA_09	DCP04 Armstrong Creek West Precinct - 2013		271,000			271,000	100.00
Drainage works – wetland retarding basins (WLRB1) – construction	DI_DR_07	DCP04 Armstrong Creek West Precinct - 2013		446,797			446,797	11.86

Project description	Project ID	DCP name (year approved)	DCP fund expended (\$)	Works-in-kind accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered (%)
Drainage works – wetland retarding basins (WLRB2) – construction	DI_DR_08	DCP04 Armstrong Creek West Precinct – 2013		1,463,144			1,463,144	91.65
Drainage works – wetland retarding basins (WLRB6) – construction	DI_DR_12	DCP04 Armstrong Creek West Precinct – 2013		2,028,783			2,028,783	90.64
Drainage works – wetland retarding basins (WLRB7) – construction	DI_DR_13	DCP04 Armstrong Creek West Precinct – 2013		1,990,296			1,990,296	100.00
Drainage works – wetland retarding basins (WLRB8) – construction	DI_DR_14	DCP04 Armstrong Creek West Precinct – 2013		1,868,290			1,868,290	78.98
Intersection – Mac (retail/school precinct)	DI_RO_09	DCP04 Armstrong Creek West Precinct – 2013		450,523			450,523	100.00
Playground equipment – local parks (5)	DI_OS_6	DCP04 Armstrong Creek West Precinct – 2013		128,846			128,846	20.00
Shared path network – off-road	DI_TR_2	DCP04 Armstrong Creek West Precinct – 2013		566,593			566,593	24.81
Sub-regional park – improvements	OS003	DCP02 Jetty Road Urban Growth Area Stage 1 – 2012		20,802			20,802	7.30
NAC community complex – construction	DI_C_1	DCP03 Armstrong Creek East Precinct	21,404				21,404	1.84
Sparrovale Wetlands – construction	DI_DR_12	DCP05 Armstrong Creek Horseshoe Bend Precinct	1,652,480				1,652,480	93.44
Sparrovale Wetlands – land (1–87 Grove Road, Armstrong Creek)	DI_LA_22	DCP05 Armstrong Creek Horseshoe Bend Precinct	3,807				3,807	0.18
Sparrovale Wetlands - land (109– 215 Sparrovale Road, Charlemont)	DI_LA_23	DCP05 Armstrong Creek Horseshoe Bend Precinct	4,621				4,621	0.06

Project description	Project ID	DCP name (year approved)	DCP fund expended (\$)	Works-in-kind accepted (\$)	Council's contribution (\$)	Other contributions (\$)	Total project expenditure (\$)	Percentage of item delivered (%)
Sparrovale Wetlands – management plan	DI_DR_13	DCP05 Armstrong Creek Horseshoe Bend Precinct	1,442,671				1,442,671	50.49
Community Complex – NAC – construction	DI_C_1	DCP04 Armstrong Creek West Precinct	35,731				35,731	0.34
Children's and community hub – construction	C002	DCP02 Jetty Road Urban Growth Area Stage 1	3,650				3,650	5.00
Griggs Creek – rehabilitation and revegetation	OS001	DCP02 Jetty Road Urban Growth Area Stage 1	67,953				67,953	100.00
Intersection – north-south collector road (Part A) and Geelong Portarlington Road	R003	DCP02 Jetty Road Urban Growth Area Stage 1	1,172,651				1,172,651	90.00
North-south collector road (Part A) – construction (Stage 1)	R001	DCP02 Jetty Road Urban Growth Area Stage 1	1,995,942				1,995,942	75.00
Pedestrian signals at Bellarine Rail Trail	P003	DCP02 Jetty Road Urban Growth Area Stage 1	238,110				238,110	50.00
Regional community and learning hub	C003	DCP02 Jetty Road Urban Growth Area Stage 1	77,947				77,947	5.00
Intersection - O'Hallorans Rd /Patullos Rd / Elcho Rd - 165 Patullos Road - land acquisition	DI_LA_3	DCP07 Lara West Urban Growth Area	44,743				44,743	100.00
Intersection – O'Hallorans Road / Patullos Road /Elcho Road – 180 Patullos Road – land acquisition	DI_LA_4	DCP07 Lara West Urban Growth Area	5,402				5,402	25.25
Intersection – O'Hallorans Road / Patullos Road / Elcho Road – 5 Elcho Road – land acquisition	DI_LA_5	DCP07 Lara West Urban Growth Area	535				535	100.00
Total			6,767,647	15,491,450	0	0	22,259,097	

PERFORMANCE STATEMENT

Description of municipality

For the year ended 30 June 2020

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 municipality has a population of almost 259,000, which is expected to increase to more than 393,000 by 2041 – growth of nearly 52 per cent. Geelong has a diverse economy with over 18,800 businesses and a labour force of approximately 128,000 people. While Greater Geelong has recorded strong Gross Regional Product and jobs growth in recent years, the coronavirus (COVID-19) pandemic, and associated restrictions, have interrupted this trend. Forecasts show that all local industries have experienced job losses and reduced revenue, except healthcare and social assistance.

The industries that contribute the most jobs and value-added Gross Regional Product in Greater Geelong include health care and social assistance, education and training, construction, retail trade and manufacturing.

Other Information

For the year ended 30 June 2020

COVID-19 impact on Council in 2019–20

To address the social and economic impacts of COVID-19 restrictions, Council approved support and recovery packages of over \$10.8 million for the 2019–20 and 2020–21 financial years. It also adopted a COVID-19-hardship policy, to provide financial relief to businesses and individuals.

To minimise the potential spread of COVID-19, many City facilities were closed a few days before government restrictions took effect, including libraries. Our Swim Sport and Leisure centres were also impacted in January with temporary closures due to air-quality concerns and this has been reflected in overall visitor participation rates.

Despite the challenges, the majority of our services, including waste and recycling, road maintenance and community services, continued - with the delivery of some services modified to comply with restrictions. Our Maternal Child Health Services maintained participation rates, despite moving some appointments online.

Where COVID-19 impacts have been identified, as affecting the indicators in this report, explanatory notes have been provided.

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 (e.g. Australian Bureau of Statistics).

The performance statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, as 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 25 June 2019, and which forms part of the council plan. The strategic resource plan includes estimates, based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General-Purpose Financial Statements. The strategic resource plan can be obtained by contacting council.

Sustainable capacity indicators
For the year ended 30 June 2020

INDICATOR/MEASURE		RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS AND COMMENTS
Population						
C1	<i>Expenses per head of population</i> [Total expenses / Population]	\$1,394.33	\$1,455.15	\$1,439.94	\$1,554.22	The 2019–20 result has been impacted by several one-off expenses, including increased waste charges, higher asset write-offs and doubtful debts.
C2	<i>Infrastructure per head of population</i> [Value of infrastructure / Population]	\$6,294.53	\$6,695.35	\$7,080.74	\$7,955.62	The value of infrastructure assets has increased largely due to building revaluations and an increase in gifted assets.
C3	<i>Population density per length of road</i> [Population / Kilometres of local roads]	107.12	110.26	111.85	112.28	We add to our local road network every year, but the population is increasing at a faster rate than the local road network.
Own-source revenue						
C4	<i>Own-source revenue per head of population</i> [Own source revenue / Population]	\$1,053.39	\$1,221.66	\$1,258.73	\$1,202.83	
Recurrent grants						
C5	<i>Recurrent grants per head of population</i> [Recurrent grants / Population]	\$264.72	\$232.62	\$236.45	\$229.83	
Disadvantage						
C6	<i>Relative Socio-Economic Disadvantage</i> [Index of Relative Socio-Economic Disadvantage by decile]	5	6	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.
Workforce turnover						
C7	<i>Percentage of staff turnover</i> [Number of permanent staff resignations and terminations / Average number of permanent staff for the financial year] x100	8.8%	10.9%	8.8%	8.9%	Our turnover rate has remained steady over the past four years, except for 2017–18, when we had a higher than usual number of resignations.

Service performance indicators
For the year ended 30 June 2020

SERVICE/INDICATOR/MEASURE		RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS AND COMMENTS
Aquatic Facilities						
AF6	Utilisation <i>Utilisation of aquatic facilities</i> [Number of visits to aquatic facilities / Population]	8.48	8.36	8.82	6.53	The utilisation of our aquatic facilities was impacted by: <ul style="list-style-type: none"> • unfavourable weather during the 2019–20 summer season • centre closures due to smoke haze from bushfires • centre closures caused by COVID-19 restrictions.
Animal Management						
AM7	Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions / Number of animal management prosecutions] x100	New in 2020	New in 2020	New in 2020	100%	Animal management prosecutions presented to the Magistrates Court have increased over the past three years in proportion to the reported number of serious dog attacks. All 27 prosecutions heard this financial year were successfully prosecuted. Six additional prosecutions were postponed until 2020–21, due to COVID-19 restrictions.
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	96.48%	99.46%	99.32%	98.19%	Despite slight variations, we have performed very well in this indicator since 2017. In the 2019 calendar year, only three notifications did not receive timely follow-up, as the businesses were not trading frequently.
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]	48	53	55	56	Our results reflect the sound decision-making by our current Council. In addition, live streaming of council meetings and community focus meetings continue to have a positive impact on our community.

SERVICE/INDICATOR/MEASURE		RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS AND COMMENTS
Libraries						
LB4	Participation <i>Active library members</i> [The sum of the number of active library borrowers in the last 3 financial years / The sum of the population in the last 3 financial years] x100	19.28%	18.17%	18.20%	17.57%	The definition of this indicator changed in 2019–20 and now averages the past three years data. The result is therefore not comparable to past years. COVID-19 restrictions had a significant impact on collection use as Geelong Regional Library Corporation branches were closed from 19 March to 8 June, then opened to restricted hours and patron limits. Note this indicator only measures collection item loans and doesn't capture other library activity, such as events, programs, Wi-Fi use and in-library attendance.
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	73.46%	73.78%	73.17%	73.14%	Moving some face-to-face services online to accommodate COVID-19 restrictions has had no obvious impact on participation rates.
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	73.26%	64.86%	63.39%	76.37%	We have continued to build our partnership with the Wathaurong Aboriginal Co-operative to provide a place-based Maternal and Child Health service.
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]	47	49	54	60	Our Roads to Success in-house business improvement program, improved engagement and online interactive map of infrastructure projects has led to an increase in community satisfaction of 13 index points since 2017.

SERVICE/INDICATOR/MEASURE		RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS AND COMMENTS
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	61.54%	68.00%	64.00%	54.17%	In 2019–20, 13 of the 24 matters referred to VCAT were set aside. As only 2 per cent of total planning decisions were referred to VCAT, this is a very small proportion of planning decisions overall. Notably, there is no obvious pattern to the types of planning decisions being set aside. One appeal was postponed until 2020–21 due to COVID-19 restrictions.
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	56.32%	54.75%	54.00%	55.73%	Green waste and recycling ratios have been relatively consistent over the past few years. The growing population is increasing green organic and waste tonnage, but recycling tonnage has remained the same because of changes in product stream, newspapers and glass content.

As part of the ongoing review and improvement of reporting, Local Government Victoria retired the following indicator:

RETIRED SERVICE/INDICATOR/MEASURE		RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS AND COMMENTS
Animal Management						
AM4	Health and safety <i>Animal management prosecutions</i> [Number of successful animal management prosecutions]	73.46%	73.78%	73.17%	Retired in 2020	As of 1 July 2019, this indicator was replaced by the amended <i>Animal management prosecution</i> measure AM7.

Financial performance indicators
For the year ended 30 June 2020

DIMENSION/ INDICATOR/MEASURE		RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	FORECASTS				MATERIAL VARIATIONS AND COMMENTS
						2021	2022	2023	2024	
Efficiency										
E2	Expenditure level <i>Expenses per property assessment</i> [Total expenses / Number of property assessments]	\$2,804.67	\$2,974.29	\$2,952.67	\$3,193.97	\$3,077.32	\$3,164.58	\$3,254.59	\$3,327.88	The 2019–20 result has been impacted by higher one-off expenses, but these costs are not expected to be recurring.
E4	Revenue level <i>Average rate per property</i> [Total rate revenue / Number of property assessments]	New in 2020	New in 2020	New in 2020	\$1,602.56	\$1,632.56	\$1,675.27	\$1,723.69	\$1,773.94	The average rate per property is forecast to grow from 2021 due to an expected increase in special rates and charges schemes.
Liquidity										
L1	Working capital <i>Current assets compared to current liabilities</i> [Current assets / Current liabilities] x100	147.35%	145.35%	155.09%	112.69%	152.95%	101.84%	109.69%	93.99%	Changes in our 2019–20 liquidity ratio are the result of newly adopted accounting standards, which have increased the value of our short-term liabilities. Working capital is forecast to decrease from 2022 due to reduced cash balances.
L2	Unrestricted cash <i>Unrestricted cash compared to current liabilities</i> [Unrestricted cash / Current liabilities] x100	122.64%	115.02%	118.83%	75.68%	134.32%	83.82%	92.08%	76.49%	Restricted cash, in the form of unspent conditional grants, increased in 2019–20. This decreased our overall percentage of unrestricted cash. Reduced cash balances and increasing current liabilities are forecast to impact this result in the future.
Obligations										
O2	Loans and borrowings <i>Loans and borrowings compared to rates</i> [Interest bearing loans and borrowings / Rate revenue] x100	22.28%	22.73%	28.83%	34.31%	54.56%	61.67%	68.62%	62.77%	Our loan for \$25 million was drawn down in May 2020, impacting this financial year's result. Our forecast years reflect loans increasing to fund large capital projects, including the Civic Precinct.

DIMENSION/ INDICATOR/MEASURE		RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	FORECASTS				MATERIAL VARIATIONS AND COMMENTS
						2021	2022	2023	2024	
O3	Loans and borrowings <i>Loans and borrowings repayments compared to rates</i> [Interest and principal repayments on interest bearing loans and borrowings / Rate revenue] x100	5.70%	5.06%	4.70%	4.34%	5.50%	6.56%	7.73%	8.06%	Our forecast years reflect loans increasing to fund large capital projects, including the Civic Precinct.
O4	Indebtedness <i>Non-current liabilities compared to own source revenue</i> [Non-current liabilities / Own source revenue] x100	15.22%	18.36%	23.93%	30.10%	42.24%	42.52%	48.58%	43.70%	Our loan for \$25 million was drawn down in May 2020, impacting this financial year's result. Our forecast years reflect loans increasing to fund large capital projects, including the Civic Precinct.
O5	Asset renewal and upgrade <i>Asset renewal and upgrade expense compared to depreciation</i> [Asset renewal and asset upgrade expenditure / Asset depreciation] x100	New in 2020	New in 2020	New in 2020	67.30%	76.17%	86.43%	65.87%	54.87%	We have planned significant expenditure increases to fund asset renewal and upgrades in 2020–21 and 2021–22.
Operating Position										
OP1	Adjusted underlying result <i>Adjusted underlying surplus (or deficit)</i> [Adjusted underlying surplus (or deficit) / Adjusted underlying revenue] x100	-3.54%	1.99%	5.38%	-3.42%	-0.24%	8.36%	6.91%	7.63%	COVID-19 has negatively impacted our service revenue. In addition, our community support and recovery packages have resulted in short-term deficits in 2019–20. While we expect these to carry over into 2020–21, we are forecasting a return to a surplus position from 2021–22.
Stability										
S1	Rates concentration <i>Rates compared to adjusted underlying revenue</i> [Rate revenue / Adjusted underlying revenue] x100	64.45%	58.93%	59.50%	61.87%	64.15%	59.58%	62.22%	62.26%	

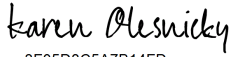
DIMENSION/ INDICATOR/MEASURE		RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	FORECASTS				MATERIAL VARIATIONS AND COMMENTS
						2021	2022	2023	2024	
S2	Rates effort <i>Rates compared to property values</i> [Rate revenue / Capital improved value of rateable properties in the municipality] x100	0.40%	0.41%	0.36%	0.33%	0.33%	0.35%	0.37%	0.38%	

As part of the ongoing review and improvement of reporting, Local Government Victoria retired the following indicators:

RETIRED DIMENSION/ INDICATOR/MEASURE		RESULTS 2017	RESULTS 2018	RESULTS 2019	RESULTS 2020	MATERIAL VARIATIONS AND COMMENTS
Efficiency						
E1	Revenue level <i>Average residential rate per residential property assessment</i> [Residential rate revenue / Number of residential property assessments]	\$1,487.58	\$1,525.79	\$1,585.94	Retired in 2020	As of 1 July 2019, this measure was replaced by E4.
Obligations						
O1	Asset renewal <i>Asset renewal compared to depreciation</i> [Asset renewal expense / Asset depreciation] x100]	52.03%	47.55%	50.36%	Retired in 2020	As of 1 July 2019, this measure was replaced by O5.

CERTIFICATION 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.

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Karen Olesnicky CPA
Principal Accounting Officer
Dated: 8 September 2020

In our opinion, the accompanying performance statement of The City of Greater Geelong for the year ended 30 June 2020 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.

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Cr Stephanie Asher
Mayor
Dated: 8 September 2020

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Cr Anthony Aitken
Councillor
Dated: 8 September 2020

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Martin Cutter
Chief Executive Officer
Dated: 8 September 2020

Independent Auditor's Report

To the Councillors of the City of Greater Geelong

<p>Opinion</p>	<p>I have audited the accompanying performance statement of the City of Greater Geelong (the council) which comprises the:</p> <ul style="list-style-type: none"> • description of municipality for the year ended 30 June 2020 • sustainable capacity indicators for the year ended 30 June 2020 • service performance indicators for the year ended 30 June 2020 • financial performance indicators for the year ended 30 June 2020 • other information and • the certification of the performance statement. <p>In my opinion, the performance statement presents fairly, in all material respects, the performance of the council for the year ended 30 June 2020 in accordance with the performance reporting requirements of Part 6 of the <i>Local Government Act 1989</i>.</p>
<p>Basis for Opinion</p>	<p>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.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. I and my staff are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria and have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<p>Councillors' responsibilities for the performance statement</p>	<p>The Councillors 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 determines is necessary to enable the preparation and fair presentation of the statement of performance that is free from material misstatement, whether due to fraud or error.</p>
<p>Auditor's responsibilities for the audit of the performance statement</p>	<p>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.</p> <p>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.</p>

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 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 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
14 September 2020



Santhu Chummar

as delegate for the Auditor-General of Victoria

ANNUAL FINANCIAL REPORT FOR THE YEAR ENDING 30 JUNE 2020

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.

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 cost 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 2020.

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
ANNUAL FINANCIAL REPORT**

For the Year Ended 30 June 2020

**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.

Karen Olesnicky CPA
Principal Accounting Officer

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Date : 8th September 2020
Geelong

In our opinion the accompanying financial statements present fairly the financial transactions of City of Greater Geelong for the year ended 30 June 2020 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.

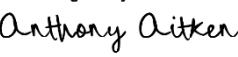
We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2014* to certify the financial statements in their final form.

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Cr S Asher
Mayor

Date : 8th September 2020
Geelong

DocuSigned by:

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Cr A Aitken

Councillor

Date : 8th September 2020
Geelong

DocuSigned by:

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Martin Cutter

Chief Executive Officer

Date : 8th September 2020
Geelong

Independent Auditor's Report

To the Councillors of the City of Greater Geelong

Opinion	<p>I have audited the financial report of the City of Greater Geelong (the council) which comprises the:</p> <ul style="list-style-type: none"> • balance sheet as at 30 June 2020 • comprehensive income statement for the year then ended • statement of changes in equity for the year then ended • statement of cash flows for the year then ended • statement of capital works for the year then ended • notes to the financial statements, including significant accounting policies • certification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2020 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 6 of the <i>Local Government Act 1989</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors's responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the <i>Local Government Act 1989</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

Auditor's responsibilities for the audit of the financial report


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

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

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

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

MELBOURNE
14 September 2020



Sanchu Chummar

as delegate for the Auditor-General of Victoria

Comprehensive Income Statement For the Year Ended 30 June 2020

	Note	2020 \$'000	2019 \$'000
Income			
Rates and charges	3.1	241,910	230,942
Statutory fees and fines	3.2	11,546	14,457
User Fees	3.3	53,685	63,934
Grants - operating	3.4(a)	57,451	58,139
Grants - capital	3.4(b)	10,250	20,244
Contributions - monetary	3.5	18,170	6,702
Contributions - non monetary	3.5	89,952	85,905
Other income	3.7	4,420	8,476
Total income		487,384	488,799
Expenses			
Employee costs	4.1	163,273	154,592
Materials and services	4.2	133,357	117,212
Depreciation	4.3	68,999	65,951
Amortisation - intangible assets	4.4	663	-
Amortisation - right of use assets	4.5	2,981	-
Bad and doubtful debts	4.6	6,327	2,432
Borrowing costs	4.7	2,246	1,897
Finance costs - leases	4.8	375	-
Other expenses	4.9	17,575	19,089
Share of net (profits) or loss of associates and joint ventures	6.2	725	337
Net (gain)/ or loss on disposal of property, infrastructure, plant and equipment	3.6	5,918	2,005
Total expenses		402,440	363,515
		84,945	125,284
Surplus/(deficit) for the year			
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.1	166,028	31,009
Total comprehensive result		250,973	156,293

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

Balance Sheet
As at 30 June 2020

	Note	2020 \$'000	2019 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1(a)	22,083	11,883
Trade and other receivables	5.1(c)	11,900	16,823
Other financial assets	5.1(b)	81,287	93,645
Inventories	5.2(a)	1,113	1,127
Other assets	5.2(b)	4,850	3,041
Total current assets		121,232	126,519
Non-current assets			
Trade and other receivables	5.1(c)	9,429	2,933
Other financial assets	5.1(b)	-	230
Intangible assets	5.2(c)	2,837	3,500
Investments in associates	6.2	9,401	10,126
Right-of-use -assets	5.8	5,628	-
Property, infrastructure, plant and equipment	6.1	2,814,027	2,524,483
Total non-current assets		2,841,322	2,541,272
Total assets		2,962,553	2,667,791
Liabilities			
Current liabilities			
Trade and other payables	5.3(a)	35,827	34,708
Trust funds and deposits	5.3(b)	12,827	7,542
Unearned Income	5.3(c)	9,119	-
Provisions	5.5	35,706	30,063
Interest-bearing liabilities	5.4	11,291	9,264
Lease liabilities	5.8	2,812	-
Total current liabilities		107,583	81,577
Non-current liabilities			
Provisions	5.5	19,488	19,399
Interest-bearing liabilities	5.4	71,317	56,577
Lease liabilities	5.8	2,957	-
Total non-current liabilities		93,762	75,976
Total liabilities		201,345	157,553
Net assets		2,761,209	2,510,236
Equity			
Accumulated surplus		1,541,038	1,469,699
Reserves	9.1	1,220,171	1,040,537
Total Equity		2,761,209	2,510,236

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

Statement of Changes in Equity
For the Year Ended 30 June 2020

	Note	Total	Accumulated Surplus	Asset Revaluation Reserve	Other Reserves	Total Reserves
2020		\$'000	\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		2,510,236	1,469,699	1,021,554	18,983	1,040,537
Surplus/(deficit) for the year		84,945	84,945	-	-	-
Net asset revaluation increment/(decrement)	9.1(a)	166,028	-	166,028	-	166,028
Transfers to other reserves	9.1(b)	-	(46,477)	-	46,477	46,477
Transfers from other reserves	9.1(b)	-	32,872	-	(32,872)	(32,872)
Balance at end of the financial year		2,761,209	1,541,038	1,187,582	32,589	1,220,171

		Total	Accumulated Surplus	Revaluation Reserve	Other Reserves	Total Reserves
2019		\$'000	\$'000	\$'000	\$'000	\$'000
Balance at beginning of the financial year		2,353,943	1,311,069	990,545	52,329	1,042,874
Surplus/(deficit) for the year		125,284	125,284	-	-	-
Net asset revaluation increment/(decrement)	9.1(a)	31,009	-	31,009	-	31,009
Transfers to other reserves	9.1(b)	-	(29,927)	-	29,927	29,927
Transfers from other reserves	9.1(b)	-	63,273	-	(63,273)	(63,273)
Balance at end of the financial year		2,510,236	1,469,699	1,021,554	18,983	1,040,537

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 2020**

	2020 Inflows/ (Outflows) \$'000	2019 Inflows/ (Outflows) \$'000
Cash flows from operating activities		
Rates and charges	237,279	229,047
Statutory fees and fines	13,238	14,689
User fees	60,723	62,495
Grants - operating	63,228	58,291
Grants - capital	15,811	23,879
Contributions - monetary	18,061	6,801
Interest received	1,484	2,005
Trust funds and deposits taken	6,838	4,524
Net GST refund/(payment)	19,348	16,910
Employee costs	(152,031)	(142,463)
Materials and services	(180,766)	(171,315)
Short-term, low value and variable lease payments	(1,259)	-
Trust funds and deposits repaid	(2,765)	(3,434)
Net cash provided by/(used in) operating activities	99,189	101,428
	9.2	
Cash flows from investing activities		
Payments for property, infrastructure, plant and equipment	(122,882)	(124,470)
Proceeds from sale of property, infrastructure, plant and equipment	9,933	10,167
Payments for investments	(155,517)	(162,784)
Proceeds from sale of investments	168,148	167,332
Net cash provided by/(used in) investing activities	(100,318)	(109,755)
	6.1	
Cash flows from financing activities		
Finance costs	(2,223)	(1,901)
Proceeds from borrowings	25,000	26,000
Repayment of borrowings	(8,234)	(8,835)
Interest paid - lease liability	(375)	-
Repayment of lease liabilities	(2,840)	-
Net cash provided by/(used in) financing activities	11,328	15,264
	5.1	
Net increase (decrease) in cash and cash equivalents	10,200	6,937
Cash and cash equivalents at the beginning of the financial year	11,883	4,945
Cash and cash equivalents at the end of the financial year	22,083	11,883
	5.1	
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 2020**

	Note	2020 \$'000	2019 \$'000
Property			
Land		4,612	12,351
Buildings		25,371	4,423
Total property		29,983	16,774
Plant and equipment			
Plant, machinery and equipment		6,620	8,664
Computers and telecommunications		4,274	2,214
Total plant and equipment		10,894	10,878
Infrastructure			
Roads		26,970	22,458
Footpaths and cycleways		5,614	5,187
Drainage		16,005	6,313
Recreational, leisure and community facilities		14,285	40,482
Waste management		1,599	4,199
Parks, open space and streetscapes		11,100	11,216
Other infrastructure		6,433	6,963
Total infrastructure		82,006	96,818
		122,883	124,470
Total capital works expenditure			
Represented by:			
New asset expenditure		76,446	76,902
Asset renewal expenditure		36,765	33,213
Asset upgrade expenditure		9,672	14,355
Total capital works expenditure		122,883	124,470

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 2020

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

**Basis of
(a) 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)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of *AASB 15 Revenue from Contracts with Customers* or *AASB 1058 Income of Not-for-Profit Entities* (refer to Note 3)
- the determination, in accordance with *AASB 16 Leases*, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- other areas requiring judgements

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 (except where transitional requirements of *AASB 15 Revenue from Contracts with Customers*, *AASB 16 Leases* and *AASB 1058 Income of Not-for-Profit Entities* do not require restatement of comparatives under the modified retrospective approach adopted by the Council), and disclosure has been made of any material changes to comparatives.

Impact of COVID19 pandemic on Council operations and 2019-20 financial report.

On 30th January 2020, COVID19 was declared as a global pandemic by the World Health Organisation. Since then, various measures have been taken by all three levels of Government in Australia to reduce the spread of COVID19, with many measures having significant impacts on the economy and business operations.

The Council, in line with the Victorian Government Stage 3 'Stay at Home' restrictions effective from March 24, were forced to close or restrict access to leisure, community, sporting and arts facilities. These closures had an impact on general revenue and expenses. Redeployment was commenced to minimise the impact on our staff.

Up to 30 June 2020, Council has adopted 4 support packages to assist the community and businesses during the pandemic and to provide support through the recovery process. The value of the support packages which spans both 2019-20 and 2020-21 financial years is \$10.8m.

The total impact of COVID19 on the 2019-20 financial statements is \$10.5m.

Areas	Summary of impact	\$m
Leisure	Leisure centres and outdoors were forced to close, decreasing revenue from user fees.	\$4.6
Parking	On street and off street car parking fees were waived reducing income.	\$2.9
Refunds	Council's relief package providing refunds for a number fees and services, including health/food licences, events and caravan park fees.	\$2.0
Infringements	Reduced utilisation and free parking impacted the number of infringements issued reducing income by \$1.1m.	\$1.1
Childcare Centres	Reduction in utilisation in City run long day care services, plus changes to Government funding reducing income.	\$1.3
Other	Decreased retail sales, provision of additional COVID PPE for staff, general support to businesses and less animal infringements issued.	\$1.1
Employee costs	Service closures and reduced costs.	-\$2.5

The approved support packages will continue to impact the results of Council in the 2020-21 financial year however, for some of the items the impact has been factored into the approved budget for the 2020-21 financial year.

Notes to the Financial Report
For the Year Ended 30 June 2020

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 \$9.3 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 25 June 2019. 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 2020 \$'000	Actual 2020 \$'000	Variance 2020 \$'000	Variance 2020 %	Ref
Income					
Rates and charges	249,026	241,910	(7,116)	-3%	
Statutory fees and fines	15,297	11,546	(3,750)	-25%	1
User fees	58,421	53,685	(4,736)	-8%	
Grants - operating	58,852	57,451	(1,401)	-2%	
Grants - capital	12,048	10,250	(1,798)	-15%	2
Contributions - monetary	7,529	18,170	10,642	141%	3
Contributions - non monetary	56,500	89,952	33,452	59%	4
Other income	8,014	4,420	(3,594)	-45%	5
Total income	465,684	487,384	21,699	5%	
Expenses					
Employee costs	167,711	163,273	4,438	3%	
Materials and services	123,729	133,357	(9,628)	-8%	6
Bad and doubtful debts	920	6,327	(5,407)	-588%	7
Depreciation	67,080	68,999	(1,918)	-3%	
Amortisation - Intangible assets	-	663	(663)	100%	8
Amortisation - Right of use assets	-	2,981	(2,981)	100%	9
Borrowing costs	3,465	2,246	1,219	35%	10
Finance costs - leases	-	375	(375)	100%	11
Net (gain)/loss on disposal of property, infrastructure, plant & equipment	6,043 5,918	125	2%	Share of net	
(profits)/losses of associates	-	725	(725)	0%	
Other expenses	18,598	17,575	1,023	6%	
Total expenses	387,547	402,440	(14,893)	-4%	
Surplus/(deficit) for the year	78,137	84,945	6,806	9%	

Explanation of material variations

Variance Ref	Item	Explanation
1	Statutory Fees and Fines	Parking infringement income was lower than budget (\$1.7m) due to free parking being introduced around the City; Fines for unregistered animals were lower than budget (\$0.3M); Health and food permits were refunded due to the impact of COVID19 resulting in an unfavourable impact of (\$1.1m) and provision was made for refunds of infringement appeals with an unfavourable to budget impact of (\$0.3m).
2	Grants - Capital	Grants for Central Geelong Advancement \$0.5m and Building Better Bike Connections \$2.6m were not received and were offset with early receipt of the grant for West Oval Redevelopment \$1.4m.
3	Contributions - monetary	Levies were received for various development schemes around the municipality that exceeded budget due to growth being higher than expected. Schemes where levies exceeded budget included St Leonards \$0.3m, Armstrong Creek East \$2.9m, Armstrong Creek West \$3.3m, Lara west \$2.9m and Jetty Road \$1.5m.
4	Contributions - non monetary	The value of assets contributed to Council by developers was greater than budget to unexpected completion of subdivision works which was driven by growth. Assets contributed included subdivision works/infrastructure \$19.7m and open space \$13.8m.
5	Other income	Interest income was \$0.6m lower than budget due to reduced amounts of cash held on deposit and because interest rates were lower than expected. Refunds provided to the community for various fees and charges due to the impact of COVID19 that were not budgeted for. Retail sales were \$0.5m lower due to closure of facilities due to COVID19. Actual reimbursements allocated to statutory fees but budgeted under other income \$1.4m.
6	Materials and Services	Maintenance works of \$1.5m on COVID19 impacted facilities was brought forward to take advantage of the closures and reduce the impact of the works on the community. Works in progress balances of \$5.6m was expensed after a thorough review of the nature of the costs. Waste disposal costs were higher than budget by \$5.0m due to the diversion of greater waste volumes to landfill than planned.

7	Bad and doubtful debts	Increase in provision for infringement debtors, majority being parking infringements. Council's recycling services contractor, SKM, was put into receivership during the year resulting in the amount owed to the Council of \$1.9m being unlikely of recovery. Collectability of an amount owed to Council by Lifestyle Investments of \$2.7m relating to developer levies is considered potentially doubtful due to a contractual dispute. This item had not been budgeted.
8	Amortisation - Intangible Assets	This charge of \$0.6m was included in budget for depreciaion charges but has been shown separately in the actual results.
9	Amortisation - Right of Use Assets and Finance costs - leases	This charge of \$2.9m was included in budget for leasing and rental charges but had been shown separately in the actual results to highlight the impact of the introduction of the new accounting standard for leased assets.
10	Borrowing costs	Deferral of budgeted borrowings and lower than expected interest rates on current borrowings has resulted in these costs being less than budgeted.
11	Finance Costs - Leases	These costs result from the introduction in this year of a new accounting standard for the treatment of leased assets.

Notes to the Financial Report
For the Year Ended 30 June 2020

1.2 Capital works

	Budget 2020 \$'000	Actual 2020 \$'000	Variance 2020 \$'000	Variance 2020 %	Ref
Property					
Land	8,610	4,612	(3,998)	-46%	1
Buildings	18,915	25,371	6,456	34%	2
Total Property	27,524	29,983	2,459	9%	
Plant and Equipment					
Plant, machinery and equipment	4,305	6,620	2,315	54%	3
Computers and telecommunications	9,317	4,274	(5,043)	-54%	4
Total Plant and Equipment	13,622	10,894	(2,728)	-20%	
Infrastructure					
Roads	23,880	26,970	3,091	13%	5
Footpaths and cycleways	5,886	5,614	(272)	-5%	
Drainage	13,928	16,005	2,077	15%	6
Recreational, leisure and community facilities	15,829	14,285	(1,544)	-10%	7
Waste management	1,402	1,599	197	14%	8
Parks, open space and streetscapes	7,731	11,100	3,369	44%	9
Other infrastructure	7,175	6,433	(743)	-10%	
Total Infrastructure	75,830	82,006	6,175	8%	
Total Capital Works Expenditure	116,977	122,883	5,907	5%	
Represented by:					
New asset expenditure	74,206	76,446	2,240	3%	
Asset renewal expenditure	36,693	36,765	72	0%	
Asset upgrade expenditure	6,078	9,672	3,594	59%	
Total Capital Works Expenditure	116,977	122,883	5,907	5%	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Land	Delay of land acquisition in Fyansford \$1.6m, St Leonards Early Childhood Centre \$1.0m and Sparrovale Wetlands \$1.7m which was offset by additional spending on Bell Park Early Learning Centre \$1.1m.
2	Buildings	Increased spending on Civic Precinct \$7.0m and Building renewals \$0.7m offset by delay in Food Relief project \$1.0m.
3	Plant, machinery & equipment	Full year budget for heavy and dedicated fleet was spent as well as unspent funding from previous year.
4	Computers and telecommunications	Delayed expenditure on public WIFI \$0.3m, Core IT replacement program \$1.6m and digital modernisation \$3.5m.
5	Roads	Federal Roads program incurred additional spend \$0.5m, income associated with Special Rates and Charges not received \$3.6m and Fixing Country Roads underspent by \$1.8m.
6	Drainage	Drainage renewal program additional spend \$0.3m and Coriyule Rd Project did not receive expected income \$1.3m.
7	Recreational, leisure and community facilities	Delay in projects commencing Lara Family Hub and Library \$0.4m, Kingston Sports Pavilion \$0.2m and various DCP projects \$1.2m
8	Waste management	Hede St landfill investigative works not completed \$0.2m
9	Parks, open space and streetscapes	Early commencement of West Oval Redevelopment \$1.1m, LED Lighting \$0.2m, Malop St Mall activation \$0.2m, and Central Geelong Advancement \$0.4m and finalisation of Ocean Grove Tennis Club \$0.6m and Northern Skate

**Notes to the Financial Report
For the Year Ended 30 June 2020**

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 financial 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 municipal resources.

Economy, 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.

CEO & People and Culture

People and culture provides efficient and effective services to meet the growing needs of the community.

Governance, Strategy and Performance

Governance and legal services provides effective governance oversight of the organisation. 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 2020

Note 2.1 Analysis of Council results by program

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

	Income	Expenses	Surplus/(Deficit)	Grants included in income	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2020					
Customer and Corporate Services	267,714	48,197	219,516	22,986	310,471
Planning, Design and Development	37,396	29,686	7,710	1,060	11,461
Community Life	75,424	97,344	(21,920)	30,947	548,405
City Services	102,109	170,042	(67,933)	11,689	1,969,797
Economy, Investment and Attraction	4,585	37,909	(33,324)	1,020	122,421
People and Culture & CEO	(0)	8,931	(8,932)	-	-
Governance, Strategy and Performance	156	10,329	(10,173)	-	-
	487,384	402,440	84,945	67,701	2,962,554

	Income	Expenses	Surplus/(Deficit)	Grants 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	1,867,206
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	2,667,789

Notes to the Financial Report
For the Year Ended 30 June 2020

Note 3 Funding for the delivery of our services	2020	2019
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 2019-20 was \$73.68 billion (2018-19 \$64.48 billion).

General rates	186,442	177,493
Municipal charge	13,263	12,521
Waste management charge	38,325	35,635
Special rates and charges	1,165	2,568
Supplementary rates and rate adjustments	2,217	2,084
Interest on rates and charges	427	572
Revenue in lieu of rates	71	69
Total rates and charges	241,910	230,942

The date of the latest general revaluation of land for rating purposes within the municipal district was 1 January 2019, and the valuation was first applied in the rating year commencing 1 July 2019.

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	2,185	3,881
Court recoveries	900	857
Town planning fees	2,253	2,449
Land information certificates/registrations	2,351	3,437
Permits	3,857	3,833
Total statutory fees and fines	11,546	14,457

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	3,017	2,669
Leisure centres and recreation	14,921	18,916
Child care/children's programs	5,938	7,142
Parking	6,906	10,280
Building services	4,547	4,314
Waste management services	10,247	11,270
National Wool Museum	586	809
Parks	159	824
Rental and leasing	2,703	2,484
Road works	934	1,080
Planning	870	1,246
Other fees and charges	2,856	2,900
Total user fees	53,685	63,934

User fees by timing of revenue recognition

User fees recognised over time	-	-
User fees recognised at a point in time	53,685	-
Total User Fees	53,685	-

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

3.4 Funding from other levels of government

Grants were received in respect of the following:

Summary of grants

Commonwealth funded grants	46,156	47,065
State funded grants	21,545	31,318
Total grants received	67,701	78,383

(a) Operating grants

Recurrent - Commonwealth Government

Financial Assistance Grants	22,900	20,931
Family services	9,721	9,425
General home care	12,826	14,383
Other	323	249

Recurrent - State Government

Aged care	2,162	2,564
School crossing supervisors	908	900
Family services	5,949	7,040
Environment	-	222
Community development	233	481
Other	2,430	1,944
Total recurrent operating grants	57,451	58,139

Total operating grants

57,451 **58,139**

Notes to the Financial Report
For the Year Ended 30 June 2020

	2020 \$'000	2019 \$'000
(b) Capital grants		
<i>Recurrent - Commonwealth Government</i>		
Roads to recovery	2,059	1,497
Total recurrent capital grants	2,059	1,497
<i>Non-recurrent - Commonwealth Government</i>		
Recreation	168	580
Other	219	-
<i>Non-recurrent - State Government</i>		
Roads	3,308	2,086
IT	-	365
Recreation	2,727	2,613
Buildings	945	9,434
Central Geelong revitalisation	-	3,009
Other	824	660
Total non-recurrent capital grants	8,191	18,747
Total capital grants	10,250	20,244

(c) Unspent capital grants received on condition that they be spent in a specific manner

Capital		
Balance at start of year	1,051	2,926
Received during the financial year and remained unspent at balance date	3,344	1,051
Received in prior years and spent during the financial year	(1,051)	(2,926)
Balance at year end	3,344	1,051
Operating		
Balance at start of year	-	-
Received during the financial year and remained unspent at balance date	5,775	-
Received in prior years and spent during the financial year	-	-
Balance at year end	5,775	-

Grant income is recognised at the point in time when the council satisfies its performance obligations as specified in the underlying agreement.

3.5 Contributions

Monetary	18,170	6,702
Non-monetary	89,952	85,905
Total contributions	108,122	92,607

Contributions of non-monetary assets were received in relation to the following asset classes.

Land	20,275	12,105
Other infrastructure	69,677	73,800
Total non-monetary contributions	89,952	85,905

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	9,933	10,167
Written down value of assets disposed	(15,851)	(12,172)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	(5,918)	(2,005)

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 2020

	2020 \$'000	2019 \$'000
3.7 Other revenue		
Interest	1,484	2,005
Other	2,936	6,471
Total other revenue	4,420	8,476

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	139,242	128,831
WorkCover	2,349	2,121
Casual staff/supplementary labour	7,662	11,104
Superannuation contributions	12,407	11,765
Fringe benefits tax	605	491
Other	1,007	280
Total employee costs	163,273	154,592

Superannuation contributions

Employer made contributions to the following funds:

Defined benefit fund

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	789	926
Employer contributions payable at reporting date.	-	-
	789	926

Accumulation funds

Employer contributions to Local Authorities Superannuation Fund (Vision Super)	7,198	4,932
Employer contributions - other funds	5,018	6,696
Employer contributions payable at reporting date.	-	-
	12,216	11,628

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

4.2 Materials and services

Materials	7,885	8,953
Contract payments	47,166	41,953
Building maintenance	5,803	5,222
Plant/equipment/vehicle costs	8,513	7,379
Waste disposal and recycling	12,119	9,685
Utilities	10,944	11,650
Office administration	6,635	6,656
Information technology	2,721	2,624
Insurance	2,611	1,815
Levies	5,733	5,257
Geelong Regional Library Corporation Funding Agreement Contribution	10,776	9,920
Consultants	6,906	4,558
Capital works reclassified as expense	5,546	1,540
Total materials and services	133,357	117,212

4.3 Depreciation

Property	11,937	10,985
Plant and equipment	6,616	6,239
Infrastructure	50,446	48,727
Total depreciation	68,999	65,951

Refer to note 5.2 and 6.1 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Amortisation - Intangible assets

Other - Airspace	663	-
Total Amortisation - Intangible Assets	663	-

4.5 Amortisation - Right of use assets

Property	2,933	-
Vehicle	24	-
Other	24	-
Total Amortisation - Right of use assets	2,981	-

Notes to the Financial Report
For the Year Ended 30 June 2020

	2020 \$'000	2019 \$'000
4.6 Bad and doubtful debts		
Parking fine debtors	1,383	1,210
Other debtors	4,945	1,222
Total bad and doubtful debts	6,327	2,432
Movement in provisions for doubtful debts		
Balance at the beginning of the year	10,769	8,350
New provisions recognised during the year	6,235	2,416
Amounts already provided for and written off as uncollectible	-	(13)
Amounts provided for but recovered during the year	90	16
Balance at end of year	17,094	10,769

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.

4.7 Borrowing costs

Interest - borrowings	2,246	1,897
Total borrowing costs	2,246	1,897

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.

4.8 Finance Costs - Leases

Interest - Lease Liabilities	375	-
Total finance costs	375	-

4.9 Other expenses

Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals.	96	96
Auditors' remuneration - Internal	173	123
Councillors' allowances	420	419
Contributions	7,272	5,157
Other	3,746	4,161
Landfill rehabilitation costs	-	277
Marketing, promotion and advertising	1,849	1,909
Events and functions	886	1,018
Operating lease rentals	1,259	4,211
Security	717	672
Memberships and subscriptions	445	474
Licences, fees and permits	713	572
Total other expenses	17,575	19,089

Note 5 Our financial position

5.1 Financial assets

(a) Cash and cash equivalents

Cash on hand	130	119
Cash at bank	21,953	11,764
Total cash and cash equivalents	22,083	11,883

(b) Other financial assets

Term deposits - current	81,287	93,645
Non-current - unlisted shares at cost - Regional Kitchen Pty Ltd	-	230
Total other financial assets	81,287	93,875
Total financial assets	103,370	105,758

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)	12,827	7,542
- Grants received but not expended (Note 3.4)	9,119	1,051
Total restricted funds	21,946	8,592
Total unrestricted cash and cash equivalents	81,424	96,935

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	28,306	23,571
- Other reserve accounts	4,283	4,588

Total funds subject to intended allocations (Refer 9.1 (b))	32,589	18,983
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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 2020

	2020	2019
	\$'000	\$'000
(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	1,496	3,244
Provision for doubtful debts - rates	(451)	(437)
Infringement debtors	11,229	10,497
Provision for doubtful debts - infringements	(10,352)	(8,969)
<i>Non-statutory receivables</i>		
Other debtors including landfill, leasing and permits	16,271	13,849
Provision for doubtful debts - other debtors	(6,291)	(1,361)
Total current trade and other receivables	<u>11,901</u>	<u>16,823</u>
Non-current		
<i>Statutory receivables</i>		
Special rate scheme	5,211	585
Long term rates	4,120	2,250
<i>Non-statutory receivables</i>		
Loans and advances to community organisations	98	98
Total non-current trade and other receivables	<u>9,429</u>	<u>2,933</u>
Total trade and other receivables	<u>21,330</u>	<u>19,756</u>

Short and long 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)	4,432	4,827
Past due by up to 30 days	-	-
Past due between 31 and 180 days	1,364	3,236
Past due between 181 and 365 days	143	1,237
Past due by more than 1 year	150	723
Total trade and other receivables	<u>6,089</u>	<u>10,023</u>

(e) Ageing of individually impaired receivables

At balance date, other debtors representing financial assets with a nominal value of \$6.3m (2019: \$1.3m) were impaired. The amount of the provision raised against these debtors was \$6.3m (2019: \$1.3m). 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
Past due between 31 and 180 days	2,514	253
Past due between 181 and 365 days	456	694
Past due by more than 1 year	3,321	78
Total trade and other receivables	<u>6,291</u>	<u>1,361</u>

Notes to the Financial Report
For the Year Ended 30 June 2020

5.2 Non-financial assets	2020	2019
(a) Inventories	\$'000	\$'000
Inventories held for distribution	782	805
Inventories held for sale	330	322
Total inventories	1,113	1,127

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	4,727	1,751
Accrued income	123	1,289
Other	-	1
Total other assets	4,850	3,041

(c) Intangible assets

Landfill air space	2,837	3,500
Total intangible assets	2,837	3,500

Landfill
\$'000

Gross carrying amount

Balance at 1 July 2019	3,500
Amortisation	(663)
Balance at 1 July 2020	2,837

Net book value at 30 June 2019	3,500
Net book value at 30 June 2020	2,837

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	2020	2019
(a) Trade and other payables	\$'000	\$'000
Trade payables	18,747	20,459
Prepaid Income (includes rates and leisure services)	2,405	4,271
Accrued expenses	14,675	9,978
Total trade and other payables	35,827	34,708
(b) Trust funds and deposits		
Refundable deposits	10,070	6,016
Fire services levy	2,757	1,526
Total trust funds and deposits	12,827	7,542
(c) Unearned income		
Grants received in advance - operating	2,564	-
Grants received in advance - capital	3,344	-
Other	3,211	-
Total unearned income	9,119	-

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 security 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 2020

	2020 \$'000	2019 \$'000
5.4 Interest-bearing liabilities		
Current		
Borrowings - secured	11,291	9,264
	11,291	9,264
Non-current		
Borrowings - secured	71,317	56,577
	71,317	56,577
Total	82,608	65,841

Borrowings are secured against the Council Rate Base

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

Not later than one year	11,291	9,264
Later than one year and not later than five years	49,445	34,409
Later than five years	21,872	22,168
	82,608	65,841

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
2020				
Balance at beginning of the financial year	32,634	16,693	-	49,328
Additional provisions	20,850	-	3,901	24,751
Amounts used	(18,874)	(10)	-	(18,884)
Balance at the end of the financial year	34,610	16,683	3,901	55,194
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	32,634	16,693	-	49,328

Notes to the Financial Report
For the Year Ended 30 June 2020

	2020	2019
	\$'000	\$'000
(a) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	10,733	9,459
Long service leave	2,537	2,824
Other	178	209
	<u>13,448</u>	<u>12,492</u>
Current provisions expected to be wholly settled after 12 months		
Annual leave	968	879
Long service leave	17,292	16,445
	<u>18,260</u>	<u>17,324</u>
Total current employee provisions	<u>31,707</u>	<u>29,816</u>
Non-current		
Long service leave	2,903	2,818
Total non-current employee provisions	<u>2,903</u>	<u>2,818</u>
Aggregate carrying amount of employee provisions:		
Current	31,707	29,816
Non-current	2,903	2,818
Total aggregate carrying amount of employee provisions	<u>34,610</u>	<u>32,634</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	0.24% - 0.71%	0.98% - 1.04%
- inflation rate	2.50%	2.30%

	2020	2019
	\$'000	\$'000
(b) Landfill restoration		
Current	124	247
Non-current	16,559	16,446
	<u>16,683</u>	<u>16,693</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	1.51% - 1.72%	1.73% - 1.915%
- estimated cost to rehabilitate	18,865	18,865

(c) Other provisions

Developer Contributions Liabilities	26	135
Other Provisions	3,875	-
	<u>3,901</u>	<u>135</u>

Provisions Total

Current	35,706	30,063
NonCurrent	19,488	19,399
	<u>55,194</u>	<u>49,462</u>

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2020.

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 2020

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.

2020	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	353	91	-	-	444
Recycling	2,873	2,873	5,027	-	10,773
Facilities maintenance	1,413	883	1,307	32	3,635
Open space and parks management	1,352	993	1,060	1,859	5,265
Consultancies	1,031	884	920	-	2,835
Cleaning contracts for council buildings	2,052	2,052	1,526	-	5,631
Roads	2,151	1,931	2,992	-	7,073
Other	2,151	1,903	2,660	-	6,713
Total	13,376	11,610	15,492	1,890	42,369
Capital					
Buildings	35,791	71,597	-	-	107,388
Other	12,348	218	-	-	12,567
Total	48,139	71,815	-	-	119,954

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	-	-	12,586
Other	5,874	-	-	-	5,874
Total	18,147	313	-	-	18,459

5.8 Leases

Policy applicable before 1 July 2019

As a lessee, council classifies leases as operating or finance leases based on its assessment of whether the lease transferred significantly all of the risks and rewards incidental to ownership of the underlying asset to council.

Operating lease payments, including any contingent rentals, were recognised as an expense in the comprehensive income statement on a straight-line basis over the lease term, except where another systematic basis is more representative of the time pattern of the benefits derived from the use of the leased asset. The leased asset was not recognised in the balance sheet.

All incentives for the agreement of a new or renewed operating lease were recognised as an integral part of the net consideration agreed for the use of the leased asset, irrespective of the incentive's nature or form or the timing of payments.

In the event that lease incentives were received to enter into operating leases, the aggregate cost of incentives were recognised as a reduction of rental expense over the lease term on a straight-line basis, unless another systematic basis was more representative of the time pattern in which economic benefits from the leased asset were consumed.

Policy applicable after 1 July 2019

Council has applied AASB 16 Leases using a modified retrospective approach with the cumulative effect of initial application recognised as an adjustment to the opening balance of accumulated surplus at 1 July 2019, with no restatement of comparative information. The council applied the approach consistently to all leases in which it is a lessee.

On transition to AASB 16 Leases, Council elected to apply the practical expedient to 'grandfather' the assessment of which transactions are leases. The council has applied this practical expedient to all of its contracts and therefore applied AASB 16 Leases only to contracts that were previously identified as leases.

Notes to the Financial Report
For the Year Ended 30 June 2020

At inception of a contract, all entities would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that council is reasonably certain to exercise, lease payments in an optional renewal period if council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Council has elected to apply the temporary option available under AASB 16 Leases which allows not-for-profit entities to not measure right-of-use assets at initial recognition at fair value in respect of leases that have significantly below-market terms.

Right-of-Use Assets	Property \$'000	Vehicles \$'000	Equipment \$'000	Total \$'000
Balance at 1 July 2019	-	-	-	-
Additions	7,800	69	740	8,609
Amortisation charge	(2,933)	(24)	(24)	(2,981)
Balance at 30 June 2020	4,867	45	716	5,628
Lease Liabilities	2020			
Maturity analysis - contractual undiscounted cash flows	\$'000			
Less than one year	2,671			
One to five years	2,655			
More than five years	-			
Total undiscounted lease liabilities as at 30 June:	5,326			
Lease liabilities included in the Balance Sheet at 30 June:				
Current	2,812			
Non-current	2,957			
Total lease liabilities	5,769			

Notes to the Financial Report
For the Year Ended 30 June 2020

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2020
	\$'000
Expenses relating to:	
Short-term leases	1,258
Leases of low value assets	<u>2</u>
Total	<u>1,259</u>
Variable lease payments (not included in measurement of lease liabilities)	-

Non-cancellable lease commitments - Short-term and low-value leases

Commitments for minimum lease payments for short-term and low-value leases are payable as follows:

Payable:	
Within one year	1
Later than one year but not later than five years	<u>6</u>
Total lease commitments	<u>7</u>

i. Leases classified as operating leases under AASB 117 Leases

At transition, lease liabilities were measured at the present value of the remaining lease payments, discounted at council's incremental borrowing rate as at 1 July 2019. Right-of-use assets are measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments. Council applied this approach to all applicable leases.

Council used the following practical expedients when applying AASB 16 Leases to leases previously classified as operating leases under AASB 117 Leases .

- Applied a single discount rate to a portfolio of leases with similar characteristics.
- Adjusted the right-of-use assets by the amount of AASB 137 Provisions, Contingent Liabilities and Contingent Assets onerous contract provision immediately before the date of initial application, as an alternative to an impairment review.
- Applied the exemption not to recognise right-of-use assets and liabilities for leases with less than 12 months of lease term.
- Used hindsight when determining the lease term if the contract contains options to extend or terminate the lease.

Council is not required to make any adjustments on transition to AASB 16 Leases for leases in which it acts as a lessor, except for a sub-lease. Council accounted for its leases in accordance with AASB 16 Leases from the date of initial application.

Impact on financial statements

On transition to AASB 16 Leases , council recognised an additional \$7.8m of right-of-use assets and \$7.8m of lease liabilities

When measuring lease liabilities, council discounted lease payments using its incremental borrowing rate at 1 July 2019. The weighted-average rate applied is 3%.

Notes to the Financial Report
For the Year Ended 30 June 2020

Note 6 Assets we manage

6.1 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	At fair value 30 June 2019 \$'000	Additions \$'000	Contributions \$'000	Revaluation \$'000	Depreciation \$'000	Disposal \$'000	Write-off \$'000	Transfers \$'000	At fair value 30 June 2020 \$'000
Land	720,478	5,548	23,963	10,595	-	(7,060)	-	523	754,047
Buildings	288,421	20,029	-	155,433	(11,937)	(778)	-	21,018	472,187
Plant and equipment	29,772	9,810	-	-	(6,616)	(899)	-	124	32,191
Infrastructure	1,409,415	40,427	67,367	-	(50,843)	(7,115)	-	36,169	1,495,420
Work in progress	76,397	47,069	-	-	-	-	(5,451)	(57,833)	60,182
	2,524,483	122,883	91,331	166,028	(69,397)	(15,851)	(5,451)	0	2,814,027

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Summary of work in progress (WIP)

	Opening WIP \$'000	Additions \$'000	Write-off \$'000	Transfers \$'000	Closing WIP \$'000
Buildings	18,398	22,276	(848)	(13,876)	25,952
Plant and equipment	783	2,011	(397)	(9)	2,388
Infrastructure	57,216	22,782	(4,206)	(43,949)	31,843
Total	76,397	47,069	(5,451)	(57,833)	60,182

Revaluation - \$166,028 recorded against the Reserve

Contributions includes Non monetary contributions \$90m and found assets \$1m.

Notes to the Financial Report
For the Year Ended 30 June 2020

(a) Property

	Land - specialised	Land - non specialised	Land under roads	Total land and buildings improvements	Heritage specialised	Buildings - non specialised	Buildings - improvements	Leasehold	Work In progress		
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
At fair value 1 July 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 1 July 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
Movements in fair value											
Additions	4,523	1,025	-	5,548	361	18,037	1,088	544	20,029	22,276	47,854
Contributions	20,275	-	3,324	23,599	-	-	-	-	-	-	23,599
Unrecognised Assets	364	-	-	364	-	-	-	-	-	-	364
Revaluation	4,655	1,060	4,879	10,595	82,645	220,857	257	-	303,759	-	314,354
Disposal	(1,170)	(5,890)	-	(7,060)	0	(926)	(260)	-	(1,186)	-	(8,246)
Write-off	-	-	-	-	-	-	-	-	-	(848)	(848)
Transfers	933	(410)	-	523	22	52,361	(31,453)	87	21,018	(13,876)	7,665
	29,580	(4,214)	8,204	33,570	83,028	290,330	(30,369)	631	343,620	7,553	384,743
Movements in accumulated depreciation											
Depreciation and amortisation	-	-	-	-	(1,849)	(8,715)	(1,100)	(272)	(11,937)	-	(11,937)
Accumulated depreciation of disposals	-	-	-	-	-	389	19	-	409	-	409
Revaluation	-	-	-	-	(43,609)	(104,338)	(378)	-	(148,326)	-	(148,326)
Transfers	-	-	-	-	-	(2,876)	2,876	-	-	-	-
	-	-	-	-	(45,459)	(115,541)	1,417	(272)	(159,854)	-	(159,854)
At fair value 30 June 2020	684,758	40,544	28,747	754,049	113,710	523,561	8,484	3,738	649,494	25,952	1,429,494
Accumulated depreciation at 30 June 2020	-	-	-	-	(47,028)	(125,877)	(2,369)	(2,033)	(177,307)	-	(177,307)
	684,758	40,544	28,747	754,049	66,682	397,685	6,115	1,705	472,187	25,952	1,252,187

**Notes to the Financial Report
For the Year Ended 30 June 2020**

(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecomms	Work in progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2019	36,872	15,385	32,394	783	85,435
Accumulated depreciation at 1 July 2019	(15,330)	(11,762)	(27,788)	-	(54,880)
	21,543	3,623	4,607	783	30,556
Movements in fair value					
Additions	6,018	1,160	2,632	2,011	11,820
Disposal	(4,730)	-	(49)	-	(4,779)
Write-off	-	-	-	(397)	(397)
Transfers	-	42	83	(9)	116
	1,288	1,201	2,665	1,605	6,760
Movements in accumulated depreciation					
Depreciation and amortisation	(3,656)	(647)	(2,312)	-	(6,616)
Accumulated depreciation of disposals	3,844	-	37	-	3,881
	188	(647)	(2,276)	-	(2,735)
At fair value 30 June 2020	38,161	16,587	35,060	2,388	92,195
Accumulated depreciation at 30 June 2020	(15,141)	(12,410)	(30,063)	-	(57,614)
	23,019	4,177	4,997	2,388	34,580

Notes to the Financial Report
For the Year Ended 30 June 2020

(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 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 1 July 2019	(100,467)	(249,044)	(145,187)	(174,453)	(62,879)	(139,019)	(77,791)	(58,649)	-	(1,007,488)
Opening Balance Adjustment Gifted Assets	-	-	2,563	15,557	-	-	-	-	-	18,120
	113,317	344,177	132,029	454,475	103,618	100,472	121,105	40,222	57,216	1,466,630
Movements in fair value										
Additions	8,021	5,255	5,580	6,874	4,031	4,250	3,669	2,747	22,782	63,209
Contributions	9,988	23,290	8,273	22,761	-	-	2,438	-	-	66,751
Disposal	(5,748)	(2,827)	(5,312)	(2,209)	(371)	(1,270)	(784)	-	-	(18,522)
Write-off	-	-	-	-	-	-	-	-	(4,206)	(4,206)
Unrecognised assets(valued at WDV)	-	-	-	456	-	-	313	-	-	769
Transfers	3,840	6,992	5,601	6,821	3,544	1,177	4,775	3,419	(43,949)	(7,780)
	16,101	32,710	14,142	34,703	7,204	4,157	10,411	6,166	(25,373)	100,221
Movements in accumulated depreciation										
Depreciation and amortisation	(8,773)	(7,676)	(6,034)	(6,890)	(6,861)	(4,141)	(4,655)	(5,814)	-	(50,843)
Accumulated depreciation of disposals	3,985	1,527	3,310	1,123	293	785	384	-	-	11,407
Unrecognised assets (valued at WDV)	-	-	-	(154)	-	-	-	-	-	(154)
	(4,787)	(6,148)	(2,724)	(5,921)	(6,568)	(3,356)	(4,271)	(5,814)	-	(39,590)
At fair value 30 June 2020	229,885	625,930	291,358	663,630	173,701	243,648	209,307	105,036	31,843	2,574,339
Accumulated depreciation at 30 June 2020	(105,254)	(255,192)	(147,911)	(180,374)	(69,448)	(142,375)	(82,062)	(64,463)	-	(1,047,078)
	124,631	370,738	143,447	483,257	104,254	101,273	127,245	40,573	31,843	1,527,261

Notes to the Financial Report
For the Year Ended 30 June 2020

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.

Variance in building component rates is due to the type of building Major or Minor, the type of material used and also variance of sub component lives within the component group. Rates applied are based on the shortest and longest lives of subcomponents within each major component group. Major component groups are shown below. Revaluation of Building Assets are now being completed using Asset Valuer Pro which has the capability of supplying accurate component valuations and depreciable lives.

Asset recognition thresholds and depreciation periods

	Depreciation Period	Threshold Limit \$'000
Land and Land Improvements		
Land		1
Buildings		
Buildings (Component level recognition adopted in 2019-2020)	20 - 150 years	10 (Total Cost)
Structure	50 - 155 years	
Sub Structure	50 - 150 years	
Fitout	20 - 70 years	
Roof	40 - 140 years	
Mechanical Services	20 - 60 years	
Hydraulic Services	50 - 100 years	
Electrical Services	25 - 50 years	
Floor Coverings	13 - 30 years	
Security Services	15 - 20 years	
Transport Services (Lifts Escalators)	60 - 100 years	
Building Improvements	50 years	
Leasehold improvements	10 years	1
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
Fixtures and Fittings	10 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
Airspace	As per landfill cell	1
ROU	As per lease	1

**Notes to the Financial Report
For the Year Ended 30 June 2020**

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 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.

Council also engaged the services of APV Valuers & Asset Management to review Council revaluation process and to assist council with implementing componentisation of Council building assets. This commenced with the current revaluation of our Land and Building assets. This process identified long life and short life assets in this asset class and resulted in a change in depreciation allocated to some buildings. This process will be implemented across a number of council's asset classes.

Specialised land is valued at fair value using site values adjusted for En-globo (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 2020 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Non Specialised Land	-	40,544	-	Jan-20
Specialised Land	-	-	684,758	Jan-20
Land under Roads	-	-	28,747	Jan-20
Heritage Buildings	-	-	66,682	Jan-20
Specialised Buildings	-	-	397,685	Jan-20
Non Specialised Buildings	-	6,115	-	Jan-20
Leasehold Improvements	-	-	1,705	Various
Total	-	46,659	1,179,577	

As a result of COVID19 having an impact on the property market, a re- assessment of land and land under roads in Geelong was undertaken by Opteon in June 2020 for the period January to June 2020. The market that the property asset is transacted and or valued in is being impacted by the uncertainty that the COVID19 outbreak has caused. Market conditions are changing daily at present. As at the date of valuation there is a market uncertainty resulting in significant valuation uncertainty.

Notes to the Financial Report
For the Year Ended 30 June 2020

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 2020 are as follows:

	Level 1	Level 2	Level 3	Date of Valuation
Road Pavement	-	-	370,738	Apr-17
Road Seal	-	-	124,631	Apr-17
Road Other	-	-	127,245	Apr-19
Kerb and Channel	-	-	101,273	Apr-19
Footpaths and Cycleways	-	-	143,447	Apr-19
Drainage	-	-	483,257	Apr-18
Total	-	-	1,350,591	

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 \$5,465 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 \$315 to \$33,800 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 20 years to 150 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.

	2020 \$'000	2019 \$'000
Reconciliation of specialised land		
Land under roads	28,747	20,543
Parks and reserves	684,758	655,177
Total specialised land	713,505	675,720

Notes to the Financial Report
For the Year Ended 30 June 2020

6.2 Investments in associates

(a) Investments in associates

Investments in associates accounted for by the equity method are:

Geelong Regional Library Corporation	9,401	10,126
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Geelong Regional Library Corporation

Background

Principal activity is to provide Library Services to member municipalities. Council holds 88.22% (2019 88.14%) 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	9,401	10,126
Council's share of accumulated surplus/(deficit)		
Council's share of accumulated surplus/(deficit) at start of year	6,791	7,128
Reported surplus/(deficit) for year	(725)	(337)
Council's share of accumulated surplus/(deficit) at end of year	6,066	6,791
Movement in carrying value of specific investment		
Carrying value of investment at start of year	10,126	10,463
Share of surplus/(deficit) for year	(725)	(337)
Carrying value of investment at end of year	9,401	10,126

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.

Notes to the Financial Report
For the Year Ended 30 June 2020

	2020	2019
	No.	No.
Note 7 People and relationships		
7.1 Council and key management remuneration		
(a) Related Parties		
<i>Parent entity</i>		
City of Greater Geelong		
(b) Key Management Personnel		
Details of persons holding the position of Councillor or other members of key management personnel at any time during the year are:		
Councillors		
Cr Stephanie Asher (Mayor 15 October 2019 - 30 June 2020)		
Cr Kylie Grzybek (Deputy Mayor 15 October 2019 - 30 June 2020)		
Cr Bruce Harwood		
Cr Peter Murrhiy		
Cr Anthony Aitken		
Cr Eddy Kontelj		
Cr Sarah Mansfield		
Cr Jim Mason		
Cr Pat Mumane		
Cr Ron Nelson		
Cr Trent Sullivan		
Total Number of Councillors	<u>11</u>	<u>11</u>
Chief Executive Officer and other Key Management Personnel		
Chief Executive Officer		
Director Economy, Investment & Attraction		
Director Governance, Strategy & Performance		
Director City Services		
Director Planning, Design & Development		
Director Customer & Corporate Services		
Director Community Life		
Director People & Culture		
Chief Executive Officer and other Key Management Personnel	<u>8</u>	<u>11</u>
Total Key Management Personnel	<u>19</u>	<u>22</u>
(c) Remuneration of Key Management Personnel	2020	2019
	\$'000	\$'000
Total remuneration of key management personnel was as follows:		
Short-term benefits	2,699	2,590
Long-term benefits	57	81
Post Employment Benefits	198	167
Termination benefits	-	226
Total	<u>2,954</u>	<u>3,064</u>
The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:		
	2020	2019
	No.	No.
\$10,000 - \$19,999	-	1
\$30,000 - \$39,999	9	10
\$50,000 - \$59,999	1	-
\$70,000 - \$79,999	-	1
\$90,000 - \$99,999	1	-
\$100,000 - \$109,999	-	1
\$160,000 - \$169,999	-	1
\$170,000 - \$179,999	-	1
\$200,000 - \$209,999	-	1
\$240,000 - \$249,999	-	1
\$250,000 - \$259,999	-	1
\$270,000 - \$279,999	1	1
\$280,000 - \$289,999	4	-
\$290,000 - \$299,999	2	1
\$420,000 - \$429,999	-	-
\$430,000 - \$439,999	1	2
	<u>19</u>	<u>22</u>

Notes to the Financial Report
For the Year Ended 30 June 2020

(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 \$151,000

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

Income Range:	2020 No.	2019 No.
\$148,000 - \$149,999	-	3
\$150,000 - \$159,999	4	8
\$160,000 - \$169,999	7	9
\$170,000 - \$179,999	7	5
\$180,000 - \$189,999	7	8
\$190,000 - \$199,999	5	2
\$200,000 - \$209,999	5	3
\$210,000 - \$219,999	1	-
\$220,000 - \$229,999	1	1
\$230,000 - \$239,999	-	1
	37	40
Total Remuneration for the reporting year for Senior Officers included above, amounted to	6,735	6,987

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

(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 2020 is \$288k 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 2020

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:

	2020	2019
	\$'000	\$'000
Not later than one year	1,634	1,752
Later than one year and not later than five years	3,847	4,195
Later than five years	2,978	3,593
	<u>8,459</u>	<u>9,540</u>

(b) Contingent liabilities

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.

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.

Building Cladding

Council has issued one building permit to a medium risk building (office building not residential accommodation). Council staff have been working with the owners and have removed the cladding at ground level around the entrances and at the base of the two fins that ascend the building. Council will continue to work with the owners on the removing the remaining cladding.

8.2 Change in accounting standards

The following new AASB's have been issued that are not mandatory for the 30 June 2020 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.

AASB 1059 Service Concession Arrangements: Grantors (AASB 1059) (applies 2020/21 for LG Sector)

AASB 1059 addresses the accounting for a service concession arrangement by a grantor that is a public sector entity by prescribing the accounting for the arrangement from the grantor's perspective. It requires the grantor to:

- recognise a service concession asset constructed, developed or acquired from a third party by the operator, including an upgrade to an existing asset of the grantor, when the grantor controls the asset;
- reclassify an existing asset (including recognising previously unrecognised identifiable intangible assets and land under roads) as a service concession asset when it meets the criteria for recognition as a service concession asset;
- initially measure a service concession asset constructed, developed or acquired by the operator or reclassified by the grantor at current replacement cost in accordance with the cost approach to fair value in AASB 13 Fair Value Measurement. Subsequent to the initial recognition or reclassification of the asset, the service concession asset is accounted for in accordance with AASB 116 Property, Plant and Equipment or AASB 138 Intangible Assets, as appropriate, except as specified AASB 1059;
- recognise a corresponding liability measured initially at the fair value (current replacement cost) of the service concession asset, adjusted for any other consideration between the grantor and the operator; and
- disclose sufficient information to enable users of financial statements to understand the nature, amount, timing and uncertainty of assets, liabilities, revenue and cash flows arising from service concession arrangements.

Based on the council's current assessment, there is expected to be no impact on the transactions and balances recognised in the financial statements as the council is not a grantor in a service concession arrangement.

AASB 2018-7 Amendments to Australian Accounting Standards - Definition of Material (applies 2020/21 for LG Sector)

The Standard principally amends AASB 101 Presentation of Financial Statements and AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors. The amendments refine the definition of material in AASB 101. The amendments clarify the definition of material and its application by improving the wording and aligning the definition across AASB Standards and other publications. The impacts on the local government sector are expected to be minimal.

AASB 2019-1 Amendments to Australian Accounting Standards - References to the Conceptual Framework (applies 2020/21 for LG Sector)

This Standard sets out amendments to Australian Accounting Standards, Interpretations and other pronouncements to reflect the issuance of the Conceptual Framework for Financial Reporting (Conceptual Framework) by the AASB. The impacts on the local government sector are expected to be minimal.

Notes to the Financial Report
For the Year Ended 30 June 2020

8.3 Financial instruments

(a) Objectives and policies

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

(b) Market risk

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

Interest rate risk

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

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

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

There has been no significant change in council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on council's year end result.

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. To help manage this risk:

- council have 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 2020

(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 + 0.25% and -0.25% in market interest rates (AUD) from year-end rates of 0.25%.

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 councils 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.

Notes to the Financial Report
For the Year Ended 30 June 2020

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 5 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.

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

The new cases of COVID19 in Victoria increased significantly in July 2020 and the Victorian State Government declared a State of Disaster on August 2nd 2020. From midnight 5th August Stage 3 restrictions were introduced across some areas of regional Victoria including City of Greater Geelong. This has resulted in closure of Council's leisure centres and indoor recreation venues and reduced utilisation of child care facilities which will have an impact on Council's revenue streams in 2020-21 (refer Overview). Due to the significant uncertainty surrounding the COVID19 pandemic and the government's response to this, it is not possible to estimate the full impact on Council's operations, financial position and cash flow at this point in time. Council does not consider it practicable to provide a quantitative or qualitative estimate of the potential impact of this pandemic on Council at this time.

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			
2020			
Property			
Land & Buildings	603,134	166,028	769,162
	603,134	166,028	769,162
Infrastructure			
Roads	209,521		209,521
Footpaths and cycleways	33,353		33,353
Drainage	175,546	-	175,546
	418,420	-	418,420
Total asset revaluation reserves	1,021,554	166,028	1,187,582
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

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 2020

	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				
2020				
Car Parking Reserve	200	-	-	200
Public Open Space Reserve	966	3,001	1,844	2,123
Main Drainage Reserve	-	143	143	-
Deferred Works Reserve	23,571	28,306	23,571	28,306
Asset Development Reserve	(72)	-	45	(117)
Asset Redevelopment Reserve	281	-	36	245
DCP Reserve - Jetty Road Stage 1	1,026	1,601	3,317	(690)
DCP Reserve - Armstrong Creek East Precinct	(3,490)	3,440	25	(75)
DCP Reserve - Armstrong Creek West Precinct	1,819	4,799	36	6,582
DCP Reserve - Armstrong Creek HBP	(9,530)	435	3,104	(12,199)
DCP Reserve - Armstrong Creek Town Centre	(2,208)	-	-	(2,207)
DCP Reserve - Armstrong Creek South Precinct	(11)	-	698	(709)
DCP Reserve - Ocean Grove Growth Area	1,395	56	-	1,451
DCP Reserve - Lara West	(110)	2,980	51	2,819
Armstrong Creek Public Open Space	1,443	1,200	-	2,643
S173 - Lonsdale Golf Club	57	-	-	57
Water Quality Levy	2,036	663	2	2,697
Jetty Road Public Open Space	322	285	-	607
S173 - St Leonard's Growth Area 1	1,177	-	-	1,177
S173 - St Leonard's Growth Area 2	-	(1,044)	-	(1,044)
S173 - Wandana Heights Estate	74	331	-	405
S173 - Clifton Springs DP023	37	-	-	37
S173 - Fyansford DP016	-	84	-	84
S173 - Drysdale Walk DP024	-	197	-	197
Total Other reserves	18,983	46,477	32,872	32,589
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

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 2020

	2020	2019
	\$'000	\$'000
9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)		
Surplus/(deficit) for the year	84,945	125,284
Depreciation/amortisation	72,643	65,951
(Profit)/loss on disposal of property, infrastructure, plant and equipment	5,918	2,005
Other Non Cash Items	4,800	(2,781)
Contributions - Non-monetary assets	(89,952)	(85,905)
Share of net loss of associates	725	337
Capital	-	(3,275)
Finance Costs	2,223	1,901
<i>Change in assets and liabilities:</i>		
(Increase)/decrease in trade and other receivables	(1,573)	(5,830)
(Increase)/decrease in prepayments	(1,809)	(872)
Increase/(decrease) in unearned income	9,119	-
Increase/(decrease) in trade and other payables	1,120	310
(Decrease)/increase in other liabilities	5,285	785
(Increase)/decrease in inventories	14	(26)
Increase/(decrease) in provisions	5,732	3,543
Net cash provided by/(used in) operating activities	99,190	101,428

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 2020, 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.

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary.

A triennial actuarial review is currently underway for the Defined Benefit category as at 30 June 2020 and is expected to be completed by 31 December 2020.

As at 30 June 2019, 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 107.1%. 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 June 2020 was 104.6%.

The VBI is to be used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2019 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 2020

Employer Contributions

Regular Contributions

On the basis of the results of the 2017 full 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 2020, this rate was 9.5% of members' salaries (9.5% in 2018-19). This rate is expected to increase in line with any increases in the SG contribution rate and reviewed as part of the 30 June 2020 triennial valuation.

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 2019 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 2019 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:

	2019	2017
	\$m	\$m
A VBI Surplus	\$151.3	\$69.8
A total service liability surplus	\$233.4	\$193.5
A discounted accrued benefits surplus	\$256.7	\$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 2019.

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 2019.

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 2019.

Council was notified of the 30 June 2020 VBI during August 2020 (2019: August 2019).

The 2020 triennial actuarial investigation

A triennial actuarial investigation is being conducted for the Fund's position as at 30 June 2020. It is anticipated that this actuarial investigation will be completed by 31 December 2020. The financial assumptions for the purposes of this investigation are:

	2020	2017
	Triennial Investigation	Triennial Investigation
Net investment	5.60%	6.50%
Salary inflation	2.5% for the first two years and 2.75%pa thereafter	3.50%
Price Inflation	2.00%	2.50%

Notes to the Financial Report
For the Year Ended 30 June 2020

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 2019 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 \$28m. The error also understated property, infrastructure, plant and equipment and accumulated surplus as at 30 June 2018 by \$28m. There was also non-monetary contributions that should have been recognised in the 2018-19 financial year of \$18m. These errors have now been processed through the general ledger and are reflected in the tables below.

Impact of correction of error on the Comprehensive Income Statement

	2020 \$'000	2019 \$'000 (restated)	2019 \$'000 as previously presented
Contributions - non-monetary	89,952	85,905	85,905
Total Income	487,384	488,462	488,462
Surplus/(deficit) for the year	84,945	125,284	125,284
Total Comprehensive result	250,973	156,293	156,293

Impact of correction of error on the Balance Sheet

	2020 \$'000	2019 \$'000 (restated)	2019 \$'000 as previously presented
Non-current assets			
Property, infrastructure, plant and equipment	2,814,027	2,524,481	2,506,363
Total non-current assets	2,841,322	2,541,270	2,523,152
Total Assets	2,962,553	2,667,789	2,649,671
Net Assets	2,761,209	2,510,236	2,492,118
Equity			
Accumulated Surplus	1,541,038	1,469,699	1,451,581
Total Equity	2,761,209	2,510,236	2,492,118

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

	2020 \$'000	2019 \$'000 (restated)	2019 \$'000 as previously presented
Balance at beginning of financial year	2,510,236	2,353,943	2,335,825
Surplus/(deficit) for the year	84,945	125,284	125,284
Net asset revaluation increment/(decrement)	166,028	31,009	31,009
Transfers to other reserves	-	-	-
Transfers from other reserves	-	-	-
Balance at end of Financial year	2,761,209	2,510,236	2,492,118

Notes to the Financial Report For the Year Ended 30 June 2020

10 Change in accounting policy

Council has adopted *AASB 15 Revenue from Contracts with Customers*, *AASB 16 Leases* and *AASB 1058 Income of Not-for-Profit Entities*, from 1 July 2019. This has resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements.

Due to the transition methods chosen by council in applying these standards, comparative information throughout these financial statements has not been restated to reflect the requirements of the new standards except in relation to contracts that were not complete at 1 July 2019.

a) AASB 15 Revenue from Contracts with Customers - Impact of Adoption

AASB 15 Revenue from Contracts with Customers applies to revenue transactions where council provides services or goods under contractual arrangements.

Council adopted *AASB 15 Revenue from Contracts with Customers* using the modified (cumulative catch up) method. Revenue for 2019 as reported under *AASB 118 Revenue* is not adjusted, because the new standard is only applied from the date of initial application.

AASB 15 Revenue from Contracts with Customers requires revenue from contracts with customers to be recognised as council satisfies the performance obligations under the contract.

b) AASB 16 Leases

AASB 16 Leases requires right of use assets and related liabilities for all lease agreements to be recognised on the balance sheet. The Statement of Comprehensive Income is to separately recognise the amortisation of the right of use asset, and the finance costs relating to the lease. Council has elected to adopt the modified (cumulative catch up) method under the standard and as such has not adjusted 2019 disclosures.

c) AASB 1058 Income of Not-for-Profit Entities

AASB 1058 Income of Not-for-Profit Entities applies to income received where no contract is in place. This includes statutory charges (such as rates) as well as most grant agreements.

Council adopted *AASB 1058 Income of Not-for-Profit Entities* using the modified (cumulative catch up) method. Income for 2019 is not adjusted, because the new standard is only applied from the date of initial application.

AASB 1058 Income of Not-for-Profit Entities requires income to be recognised as council satisfies the performance obligations under the contract.

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